



LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

*Action Plan 2003*



# *Action Plan 2003*

SUBMITTED BY:  
**LOUISIANA ECONOMIC DEVELOPMENT COUNCIL**

POST OFFICE BOX 94004  
BATON ROUGE, LOUISIANA 70804  
(225) 342-7015

GOVERNOR M. J. "MIKE" FOSTER, JR., CHAIR  
DENNIS LOWER, VICE CHAIR

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**LAEDC**

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Louisiana Economic Development Council

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## EXECUTIVE SUMMARY

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*Action Plan 2002* is the fourth annual report of the Louisiana Economic Development Council to the Governor and the Legislature on the implementation of *Louisiana: Vision 2020, Master Plan for Economic Development*. It is being issued in conjunction with the Council's first update of the state's long-term strategic plan, known as *Louisiana: Vision 2020, 2003 Update*.

*Louisiana: Vision 2020* and the new *2003 Update* are a challenge to create a new and better Louisiana and a guide to economic renewal and diversification. The Louisiana Economic Development Council developed the goals, objectives, and benchmarks articulated in *Louisiana: Vision 2020* and now has updated those goals, objectives, and benchmarks to position the State to have a vibrant, balanced economy; a fully-engaged, well-educated workforce; and a quality of life that places it among the top ten states in the nation in which to live, work, visit, and do business.

This fourth annual action plan presents the Council's recommendations for action for the coming year, including the strategies for accomplishing them. To ensure ongoing accountability, this action plan also includes information on the progress made toward each of the recommendations made in last year's action plan.

Previous action plans have included updates of the Council's benchmarks to monitor progress toward the goals and objectives. These updates are still available; however, to make these measurements more accessible and allow for annual updates as new data become available, the updated benchmarks are now available on the Web at <http://vision2020.louisiana.gov>.

The Louisiana Economic Development Council facilitates and monitors a process – a process that incorporates long-term vision with short-term operational objectives to put Louisiana on track to be a top-10 state in which to live, work, visit, and do business.

### ***Action Plan 2002 Outcomes***

In last year's action plan, *Action Plan 2002*, the Council made 27 recommendations, 15 of which were carried over from *Action Plan 2001*. Significant accomplishments have been made in several of the areas recommended by the Council, including economic development incentives, biosciences and information technology infrastructure and research and development (R&D), and education.

- ***Economic Development Incentive Initiatives***

Several economic development incentives were passed and have been implemented to minimize the cost of doing business in Louisiana for specific industries and to reward job creation in the state's targeted industry clusters and other high-growth industries. New incentives also provide tax credits for R&D, technology commercialization, biotechnology industry investments, and film and video investments. New initiatives include:

- **Quality Jobs**, which provides a restructuring of the state's old Quality Jobs law to induce the creation of better paying jobs with employer-paid health benefits. The Quality Jobs incentives are targeted toward Louisiana's traditional and emerging clusters.

- **A Research & Development Tax Credit**, which encourages businesses to invest in and increase existing levels of research and development (R&D) by offering tax credits for R&D. Louisiana is currently 47<sup>th</sup> in the nation in private sector R&D spending. This credit is intended to encourage local companies to invest more capital into R&D, which is a key to innovation and high paying jobs.
- **A Biotechnology Sales Exclusion**, which excludes biotech companies from paying sales and use taxes on capital expenditures for new research equipment. Biotech companies require expensive laboratory facilities and equipment. This tax credit puts Louisiana in a far better position to attract and grow biotechnology companies.
- **A Technology Commercialization Tax Credit**, which offers marketable R&D tax credits to induce entrepreneurs to commercialize research conducted at Louisiana universities.
- Three **Film and Video Tax Credits**, including a jobs tax credit, an investor tax credit, and a sales and use tax exemption. These credits show film companies Louisiana's commitment to film and video production in the state. Since the credits were passed, production activity has increased substantially – from \$30 million in production in the year prior to the tax credits to \$140 million in production completed, now shooting, or with commitments to begin in the near future.
- Phasing out of the **Custom Computer Software Development Tax**. This change phases out over four years the state sales and use tax for custom computer software development. The phase out of this tax eliminates a disincentive for Louisiana's software developers to do business in Louisiana.

- ***Biosciences and Information Technology Funding***

Several biosciences and information technology infrastructure and R&D initiatives intended to increase innovation and technology commercialization were passed and are now underway. These initiatives are outlined below.

- **Statewide Wet Lab Incubator Infrastructure**. In the 2002 Regular Session of the Legislature, a \$12 million investment (of a total \$30 million investment) in three wet lab incubators was made to begin planning and construction of the three planned wet lab incubators – to be located in Shreveport, Baton Rouge, and New Orleans. Two of the three are expected to be up and running by early 2004. Funding of the wet labs remains a priority for the Economic Development Council, and is included as a recommendation in *Action Plan 2003*, as the Council believes the state must continue to invest in the infrastructure needed to grow and attract high wage, high growth companies.
- The **Higher Education Biosciences Initiative** is designed to provide funds to universities to enhance research capacity in emerging fields tied to the state's economic development efforts. There are two funding tracks under this initiative – one provides recurring funds for investments in faculty, facilities, and research equipment at institutions with demonstrated expertise in specified areas of research

under the broad heading of “biotechnology” (\$4 million) and one that is one time funding for equipment to enhance research capabilities in biosciences (\$5.8 million).

- The **Neurobiotechnology Program of Louisiana**, which provides \$2.5 million in one-time funding to a joint venture of the LSU Health Sciences Centers and Tulane Health Sciences Center to study Alzheimer’s disease, stroke, and head injury.
- The **Louisiana Cancer Research Center (LCRC)**, which is a joint venture of the LSU Health Sciences Centers in New Orleans and Shreveport and the Tulane Health Sciences Center. The legislature created and provided ongoing funding (from an increase in the cigarette tax) for the LCRC, which will fund cancer research and treatment, as well as prevention and cessation programs.
- The **Information Technology Initiative**, which received increased funding in the 2002-03 budget. The total amount of funding was \$23.5 million, increased from roughly \$22.5 million in 2001-02. This initiative is driving information technology research and infrastructure at the state's institutions of higher education. In 2001, LSU used \$2.8 million of its \$7 million allocation to build the 11th fastest computer in the world. It incorporates 512 desktop computers and is 1,000 times faster than a regular computer.

- ***Education***

In the area of education, many new steps were taken in the last year to increase funding for pre-kindergarten education; improve technology in the K-12 schools as well as at the state’s colleges and universities; continue to support accountability to improve student achievement; increase teacher salaries; increase the number of quality teachers; increase literacy funding, and improve workforce assessments, providing employers with better information on potential employees.

- **Pre-Kindergarten Education Funding.** In the regular legislative session in 2002, the legislature nearly doubled the state’s investment in high-quality Pre-K programs that help prepare at-risk students to succeed academically when they enter school. Through the TANF-funded LA 4 and Nonpublic Schools Early Childhood Development Programs, the Governor and legislature increased funding of Pre-K initiatives by \$17.5 million.

Through the supplemental appropriations bill, proceeds from last year’s sale of 60 percent of Louisiana’s tobacco settlement were invested in the Education Excellence Fund. With the help of Act 161 passed in the 2002 special session, this one-time windfall of over \$100 million will be used to promote early childhood education and other initiatives critical to improving student achievement.

- **Technology.** Local school districts received \$10 million to upgrade and expand technology in the classroom, especially to increase the number of computers connected to the Internet. An additional \$15 million in one-time money was invested in technology for libraries and instructional and scientific equipment to ensure that our state’s universities continue to make strides in providing the most up to date technology for research.



- **Accountability.** The legislature provided additional funding for remediation and other programs to support the Accountability Program. Funding for remediation includes LEAP 21 and GEE 21 tutoring, summer school, and a \$2 million increase in TANF-funded after school enrichment for at-risk students. Additionally, the Governor and the legislature increased investment in testing by over \$750,000.
- **K-12 Teacher Pay Raise.** Despite a tight budget, Louisiana continued to move toward the southern regional average in teacher pay with half of all new Minimum Foundation Program funding dedicated to increases in teacher pay. This increase provided for a state-funded average raise of nearly \$500 per teacher on average in addition to local raises.
- **Quality Teachers.** Several investments were made in initiatives designed to help increase the number of quality teachers available to teach in our classrooms, including:
  - \$1.5 million to develop mentoring programs that help support and train new teachers;
  - \$700,000 to improve both the quantity and quality of applicants in alternative track, university-based teacher practitioner programs to help put a highly qualified teacher in every classroom; and
  - \$500,000 for a pilot system of delivery for high quality algebra instruction that will allow all of Louisiana's students—including rural and urban students who lack certified algebra teachers—to receive high quality instruction in algebra.
- **Increased Literacy Funding.** In addition to continuing to fund the highly successful K-3 Reading and Math Initiative, Governor Foster and the legislature have invested \$8.75 million in federal TANF funds in both child and adult literacy initiatives. In collaboration with existing child and family literacy programs, this investment will yield dramatic gains in test scores and other indicators of student achievement.
- **Workforce Assessment.** This investment provided \$1 million in initial funding to ensure that agencies and businesses can utilize the WorkKeys Assessment as the centerpiece of the Louisiana WorkReady Initiative to maximize workforce training and worker readiness in a changing economy. This investment in computer hardware and other equipment will ensure that all agencies offering worker training programs as well as business and industry can fully utilize the WorkKeys.

### ***Action Plan 2003***

*Action Plan 2003* is the Council's fourth annual action plan. It contains the Council's recommendations, strategies, and action plans for implementation during the coming year. Status reports provided by the agencies are also included to show progress made on the recommendations included in last year's plan and impediments the agencies experienced in implementing the recommendations. Many of the recommendations are long-term in nature and are not expected to be



fully achieved in one year. Through agency status reports, the Council is able to efficiently monitor the progress and outcomes of its recommendations. Benchmarks to monitor progress toward goals and objectives are now available on the Web at <http://vision2020.louisiana.gov>.

The Council adopted 35 recommendations this year. Thirteen of the 35 recommendations are new, with 22 carried forward, either in their entirety or with modifications, from *Action Plan 2002*, thus emphasizing their importance.

New recommendations include several that are related to energy issues and others related to an environmental technology center of excellence, reauthorization of the Incumbent Worker Training Program, and a summit to evaluate methods to reduce the rising cost of healthcare using information technology solutions.

Recommendations repeated from previous years call for a continued emphasis on improving outcomes in education and workforce training; investments in science and technology infrastructure; continued efforts to enhance, preserve, and protect the Atchafalaya Basin and our coastal wetlands; investments in new programs and incentives to facilitate growth and development of the high quality jobs and industries Louisiana needs to increase wealth; and improving our tax system to ensure that it is broad-based, fair and equitable for citizens and supports business retention and growth of innovative companies.

The Council is pleased to present its recommendations to continue its efforts to implement *Louisiana: Vision 2020*.

## ***Action Plan 2003 Recommendations***

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### **Economic Development**

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Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

### **Agribusiness**

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Provide additional support for the LSU AgCenter's Louisiana Forest Products Development Center in order to increase development of the value-added wood products industry.

### **Agribusiness**

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Develop an organizational structure that results in a focused program to enhance business and university resources devoted to growth opportunities in the field of bio-based fuels, power and products.

### **Culture, Recreation, & Tourism**

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Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

### **Education & Workforce Training Coordination of Training**

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Refine and coordinate strategic and operational planning among universities, community colleges, technical colleges, and middle/high schools to focus on education, training, or qualification for employment in the knowledge-based economy.

## **Education & Workforce Training**

### **Pre-Kindergarten-12 Funding**

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Provide Pre-K-12 education funding that is commensurate with the academic goals described herein. Specifically, focus on improving teacher salaries, supporting Accountability, teacher quality, and early childhood education, and ensuring equitable distribution of resources.

## **Education & Workforce Training**

### **Pre-Kindergarten**

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Expand and permanently fund universal pre-kindergarten education programs, especially for at-risk children, to raise levels of language and computational competencies.

## **Education & Workforce Training**

### **Long-Term Funding – Pre-Kindergarten-12**

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Continue ongoing efforts to critically evaluate and improve all dimensions of education funding.

## **Education & Workforce Training**

### **K-12 Accountability**

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Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools that improve student academic achievement.

## **Education & Workforce Training**

### **Postsecondary – 12-16+**

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Enhance postsecondary education funding for excellence in the classrooms and research leadership and increase postsecondary education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement and workplace skills attainment.

### **Education & Workforce Training Technology – Pre-Kindergarten-16+**

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Develop methods and practices for using technology to deliver education in new ways in order to better utilize limited financial resources and better prepare Louisiana's students to thrive and be prepared for employment in today's knowledge economy.

### **Education & Workforce Training Workforce Training – All Ages**

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Increase the proportion of Louisiana citizens who have access to – and provide incentives to encourage them to seek – education, training, and retraining throughout their work lives, including basic skills and/or technical skills upgrade.

### **Education & Workforce Training Literacy Data**

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Develop a plan for gathering reliable data on literacy in Louisiana.

### **Energy & Basic Industries Permitting Process**

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Develop a continuous process for streamlining of the permitting process for seismic, drilling, production, and pipeline activities.

### **Energy & Basic Industries Energy Infrastructure Development**

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Develop an annual report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers.

**Energy & Basic Industries**  
**Energy Technology Research**

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Develop a blueprint and funding mechanism for priorities in energy related technology research that is of interest and relevance to Louisiana industries, universities and the state including, but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies both onshore and offshore.

**Energy & Basic Industries**  
**Legal Reform**

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Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in environmental litigation.

**Environment**  
**Environmental Center of Excellence**

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Conduct a study to determine if the state is properly positioned to create and succeed with a globally competitive research, development and commercialization center focused on creating and commercializing new solutions for environmental issues faced by our industry, rivers and wetlands.

**Environment**  
**Atchafalaya Basin**

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Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

**Environment**  
**Coastal Preservation**

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Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for our selves, our nation, and future generations.

**Infrastructure**  
**Multimodal Transportation System**

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Develop an effective multimodal transportation system that will accelerate economic development.

**Science & Technology**  
**Statewide Wet Lab Incubator Infrastructure**

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Maintain the commitment for development and operation of the regional wet-lab technology business incubators to support the biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana.

**Science & Technology**  
**S&T Legislative Committee or Task Force**

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Support efforts within the Legislature to establish a Science & Technology Committee, Subcommittee, or Task Force that will serve as a focal point for technology information, policy development, and technology industry issues.

**Science & Technology**  
**Statewide Technology Resources Database**

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Continue to develop and maintain an integrated Technology Resources Database that promotes industry/university partnering and the efficient use of research equipment and provides a comprehensive source of data for planning and marketing.

**Science & Technology**  
**Early Stage Capital**

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Create programs that develop early stage capital for startups.

**Science & Technology**  
**Angel Networks**

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Create angel capital networks around the state.

**Science & Technology**  
**University Intellectual Property**

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Continue evaluating Louisiana's university technology transfer policies and practices and begin implementing recommendations to improve commercialization outcomes.

**Science & Technology**  
**Technology Cluster R&D Funding**

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Support efforts to increase targeted research and development funding for the targeted cluster technologies, particularly the Governor's information technology and biosciences initiatives.

**Science & Technology/Infrastructure**  
**Statewide Information Technology Backbone**

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Evaluate the public and private fiber optic assets and other emerging information technologies in Louisiana and develop a plan that provides access to affordable, scalable, high-speed connectivity to state and local governments, universities, schools, households, and the business community in urban and rural areas.



### **Science & Technology Healthcare in the 21<sup>st</sup> Century**

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Convene a summit on healthcare to evaluate methods to reduce the rising cost of healthcare through the utilization of information technology solutions.

### **Science & Technology/Infrastructure Reauthorize the Incumbent Worker Training Program**

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Reauthorize the Incumbent Worker Training Program in order to continue to provide training that meets the needs of business, while making the program more accessible to small business, more connected to Louisiana Economic Development and its cluster strategy, and more useful as an incentive to new businesses.

### **Science & Technology/Infrastructure Small Business Access to Training**

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Link state agencies and private sector industry associations to identify, develop, and promote information technology initiatives that more effectively provide small companies access to state workforce training funds.

### **Science & Technology/Infrastructure Entrepreneurial Training/Entrepreneurship**

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Analyze the state's entrepreneurship outreach programs for effectiveness and support efforts to increase entrepreneurial activity statewide, particularly those that can be implemented at the community/regional level.

**Tax and Revenue/Energy & Basic Industries  
Business Climate**

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Encourage job retention, job growth, and economic development by providing a Louisiana tax system, civil justice system, regulatory climate, qualified labor pool, access to business development capital, and management assistance through the clusters that is broad-based, fair and equitable for current business retention and growth of innovative companies.

**General Recommendation  
Community-Based Poverty Solutions**

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Encourage and support new, innovative community-based models that assist in effectively integrating the delivery of public and private services for social and health care in our at-risk communities.

## **Appendix A**

### ***Action Plan 2003 Recommendations***

**Action Plan 2003 Recommendation:**

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

**Vision 2020 Goals:** Two -- The Culture of Innovation  
 One – A Learning Enterprise  
 Three – A Top Ten State

**Vision 2020 Objectives:**

**2.6:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

**3.1:** To increase personal income and assets of all citizens

**Benchmark(s):**

Benchmark	Base	Update	2003	2023
This recommendation affects <b>all</b> of the <i>Louisiana: Vision 2020</i> benchmarks.				

**Strategies:****Program**

**Strategy 1:** Infuse the concept that economic development is a responsibility of every state agency and postsecondary academic board and institution

**Action Plan:**

1. Ask the agencies that have not yet included economic development as a part of their mission statements to do so by January 2004
2. Ask the postsecondary education boards that have not included economic development as a part of their mission statements to do so by January 2004
3. Ask the postsecondary education institutions that have not included economic development as a part of their mission statements to do so by January 2004

**Strategy 2:** Charge every state agency and postsecondary academic board and institution with defining their role within economic development.

**Action Plan:**

1. Require every state agency and postsecondary board and institution to define in writing their role within economic development by November 2003.
2. Require every state agency and postsecondary board and institution to identify the elements of economic development they will address (e.g., education that meets the needs of technology-intensive industry, physical infrastructure, broadband capacity, research & development dollars, seed and venture capital, access to quality local healthcare, workforce trained to meet the needs of technology-intensive industry, licensed patents, etc.) by November 2003.
3. Require every state agency and postsecondary board and institution to identify interagency/inter-institution collaborative projects to further economic development efforts by November 2003.

**Benefits:**

- Emphasizes to all agencies that their actions affect economic development and economic well-being in the state
- Emphasizes to all postsecondary education institutions understand that they have a direct impact on economic development through education, training, research, technology development, and technology transfer
- Improves competitiveness of Louisiana businesses

**Cost:** No additional funds needed at this time

**Funding Source:** NA

**Implementing Agency(s):** All agencies, all postsecondary education boards and institutions

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
All benchmarks affected. Selected benchmarks that will be impacted include:		
2	2.8	2.8.1: State bond rating
2	2.1	2.1.7: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks

### **Action Plan 2003 Recommendation:**

Provide Additional Support for the LSU AgCenter's Louisiana Forest Products Development Center in order to increase development of the value added wood products industry.

**Vision 2020 Goal:** Two -- The Culture of Innovation

### **Vision 2020 Objectives:**

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices  
**2.2:** To significantly increase public and private sector research and development activity

### **Benchmark(s):**

Benchmark	Baseline Data	Current Data*	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2002) 34,113	To be set	
2.1.9: Value added for agricultural commodities (in billions)	(1996) \$4.4	(2001) \$3.9	\$6.6	\$22.2

### **Strategies:**

**Legislative Strategy 1:** Fulfill the Louisiana Forest Products Development Center's (LFPDC) mission and strategies to promote forest-sector industry economic and business potential by providing comprehensive faculty research and outreach capabilities. The needs are \$1.2 million recurring and \$0.2 million non-recurring.

**Legislative Strategy 2:** Request \$1.1 million for equipment to enhance product development efforts of the LFPDC to support Louisiana's wood product industry development and competitiveness

**Program Strategy 1:** Coordinate LFPDC faculty involvement in developing regional wood products manufacturing cluster networks.

### **Action Plan:**

1. Identify wood products related companies, support companies, and other interests as candidates to support economic expansion.
2. Initiate meetings with Louisiana companies to determine technology, research and outreach needs of these companies that the LFPDC can support.
3. Participate in personal visits and group meetings with wood products companies to determine common needs and interests.

4. Based on Action Plan Items 1-3, specify areas where the LFPDC can: a) provide support for existing companies, b) conduct research and development activities that could lead to new and/or improved products and processes that could be commercialized in Louisiana by existing or startup companies, and c) provide programmatic recommendations to LSU AgCenter administrators and the Louisiana Economic Development's Agriculture, Forestry, & Food Cluster Director by December 2003.

**Program Strategy 2.** Begin development of a Louisiana Wood Products Industry website to provide information on companies and support services for the wood products industry.

**Action Plan:**

1. Coordinate with the LSU AgCenter, Louisiana Economic Development, the Louisiana Forestry Association, the Louisiana Department of Agriculture, the Louisiana Furnishings Industry Association and other appropriate entities to update the LFPDC 1998 Wood Products Industry directory of primary and secondary wood products companies with information including products, species used, raw materials requirements, equipment used, and number of employees.
2. Gather information on companies not included in the 1998 directory.
3. Information from Actions Items 1 and 2 will be incorporated into an interactive website that will be developed to allow access to information on Louisiana wood products industry companies and will allow companies to easily be added to the database. In addition to the company database, the website will facilitate the commercial exchange of wood products manufactured by Louisiana companies.

**Benefits:**

- Increased opportunities for sustainable development and value-addition of forestry resources
- Identify opportunities to manufacture high-value products to enhance Louisiana's economy
- Increase exports of value-added forest products from Louisiana
- Increase employment opportunities in the forest sector

**Cost:** **Legislative Strategy 1:** \$1.2 million recurring; \$0.2 million non-recurring

**Legislative Strategy 2:** \$1.1 non-recurring

**Implementing Agency:** LSU Agricultural Center

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.1	2.1.8: Gross farm, forestry and fishery income (in billions)
2	2.2	2.2.1: R&D expenditures per \$1,000 in GSP (industry, federally-, and university-performed)
2	2.2	2.2.2: Research and development expenditures per capita
2	2.4	To provide effective mechanisms for industry access to university-based technologies & expertise
3	3.1	3.1.1: Per capita income

**Note:** See <http://vision2020.louisiana.gov> for details on benchmarks.



## **Action Plan 2003 Recommendation:**

Develop an organizational structure that results in a focused program to enhance business and university resources devoted to growth opportunities in the field of bio-based fuels, power, and products.

**Vision 2020 Goal:** Two -- The Culture of Innovation

### **Vision 2020 Objectives:**

- 2.1:** To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices  
**2.2:** To significantly increase public and private sector research and development activity

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2002) 34,113	To be set	
2.1.9: Value added for agricultural commodities (in billions)	(1996) \$4.4	(2001) \$3.9	\$6.6	\$22.2

\*Most recent data available

### **Strategies:**

**Program Strategy 1:** Revitalize the Louisiana Biomass Council to include a strong private, public and academic relationship among members as a means of exploring new opportunities for bio-based fuels, power, and other products.

#### **Action Plan:**

1. Deliberate the prospects for a new organizational structure to serve as host for renewed private entity, public sector and university renewable energy development efforts as opposed to the more narrow biomass focus.
2. Explore opportunities for bio-diesel research and development and production in Louisiana, including possible feedstocks, existing technologies, technology being developed, demand, regulatory environment, university-based research and development and resources, and existing private sector resources and prepare a report on opportunities and next steps by November 2003.

3. Begin to explore opportunities for power generation using agricultural and/or municipal waste, including feedstocks, existing technologies, technology being developed, demand, regulatory environment, university-based research and development and resources, and existing private sector resources and prepare a report on opportunities and next steps by November 2003.

**Benefits:**

- Increased opportunities for development of forestry resources
- Produces high value products to enhance Louisiana economy
- Increases export of value added products from Louisiana
- Increases employment opportunities

**Cost:** \$50,000

**Implementing Agency:** LSU AgCenter , Louisiana Economic Development, and the Louisiana Biomass Council

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
2	2.1	2.1.8: Gross farm, forestry and fishery income (in billions)
2	2.1	2.2.9: Value added for agricultural commodities
2	2.2	2.2.1: R&D expenditures per \$1,000 in GSP (industry, federally-, and university-performed)
2	2.2	2.2.2: Research and development expenditures per capita
2	2.4	To provide effective mechanisms for industry access to university-based technologies & expertise
3	3.1	3.1.1: Per capita income

**Note:** If no appropriate benchmarks have been set, the relevant objectives are included in this table. See <http://vision2020.louisiana.gov> for details on benchmarks.

**Action Plan 2003 Recommendation:**

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

**Vision 2020 Goal(s):** Two – The Culture of Innovation

**Vision 2020 Objective(s):**

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

**Benchmark(s):**

Benchmark	Baseline Data	Current Data*	2003	2023
2.1.12: Tourism	1997	2000		
Employment Generated	106,000	120,600	124,200	195,400
Visitor Spending (in billions)	\$7.4	\$8.7	\$9.3	\$19.2

\*Most recent data available

**Strategies:**

**Program Strategy 1:** Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives, particularly focusing on international market opportunities by November 30, 2003

**Action Plan:**

1. Coordinate with State agencies to develop an inventory of international initiatives
2. Evaluate effectiveness of international endeavors
3. Work with Louisiana Database Commission to establish a methodology of disseminating information on joint initiatives

**Strategy 2:** Employ the Internet to link State economic development and tourism websites to capitalize on the popularity of Louisiana's tourism and convention business to attract and retain industry, retirees, and employees to the State

**Action Plan:**

1. Meet with State technology groups to discuss a standard format for presenting economic development and tourism websites to government, business, and the general public

2. Coordinate website development efforts between departments to reduce duplication of efforts
3. Develop a means to evaluate the experience of web visitors, with the goal of increasing repeat visitors

**Benefits:**

- Maximizes State resources, particularly in international marketing efforts
- Reduces redundancy of State agencies
- Incorporates the expanded use of technology in agencies and other entities
- Provides opportunities to enhance economic development efforts by capitalizing on a thriving tourism and convention business
- Provides opportunities to enhance the tourism and convention industry by capitalizing on economic development activities by other agencies and entities
- Increases the number of retirees in the State
- Focuses on cultural amenities and quality of life issues that are important in attracting business firms to locate and expand in Louisiana, particularly technology companies
- Increases the number of technology businesses in Louisiana
- Increases incomes in Louisiana

**Cost:** TBD

**Implementing Agencies:** Office of Culture, Recreation, & Tourism, in cooperation with Louisiana Economic Development

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)
2	2.1	2.1.12: Tourism – employment generated and visitor spending
2	2.1	2.1.13: Number of visitors

**Note:** See <http://vision2020.louisiana.gov> for details on benchmarks.

### Action Plan 2003 Recommendation:

Refine and coordinate strategic and operational planning among universities, community colleges, technical colleges, and middle/high schools to focus on education, training, or qualification for employment in the knowledge-based economy

**Vision 2020 Goals:** One - The Learning Enterprise  
Two - The Culture of Innovation

### Vision 2020 Objectives:

- 1.10: To build a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and post-secondary levels
- 1.8 To have a competitive, efficient, well-integrated system of post-secondary education whose institutions have economic development as a component of their core missions.

### Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
1.9.2: Residents earning industry-based certifications	(2000) 9,016	(2002) 9,077	To be set	
1.9.1: Percentage of residents who have received an Associate degree	(2000) 3.5%	(2000) 3.5%	5%	14%
1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent	(1995) 76%	(2000) 79.6%	81%	95%
1.10.2: Percentage of residents who have graduated from a 4-year college or university	(1993) 16%	(2000) 19.7%	18%	27%

### Strategies for Postsecondary Education

**Program Strategy 1:** Determine the most effective and efficient use of existing resources

#### Action Plan:

- 1. Continue implementation, refinement, and promotion of the Master Plan for Postsecondary Education
- 2. Continue coordination with the Workforce Commission and the state-wide, industry-based certification and credentialing workgroup on developing an inventory of

nationally recognized, industry-specific certifications that are particularly important to the current and long term economic growth of our State

**Status:**

With the development of an Interagency Collaborative in 2001, that was convened to discuss the status of assessment in Louisiana, several state agencies, business and industry, as well as community and faith based organizations have formulated a common goal to more effectively address the needs of the state. The Collaborative is working toward a coordinated system of assessment which will address both academic and workplace readiness and minimize duplication. Collaborative members include: Board of Regents, Dept. of Corrections, Dept. of Education, Dept. of Labor, Dept of Social Services, Dept of State Civil Service, LCTCS, and the Workforce Commission-Office of the Governor, Community and Faith Based Organizations, Business and Industry Partners and Louisiana Economic Development.

The Industrial Based Certification (IBC) Council, which is staffed by the Workforce Commission, held a ½ day seminars and training programs to discuss the status of IBC's in our state in conjunction with the first Louisiana WorkReady! Conference (held June 9-11, 2003). The WorkReady! program employs ACT's national "WorkKeys" skills assessment, available to Louisiana employers statewide through the Louisiana Workforce Development Commission, to assess and evaluate employee skills. The assessment evaluates employee skills for a given job against a national norm (nearly 10,000 jobs have been profiled in the system). Louisiana offers a Gold Certificate, a Silver Certificate and a Bronze Certificate, each based on scores on the objective assessment. So far some 30 companies and business organizations have signed on to use the program.

**Strategies for Secondary Schools**

**Program Strategy 1:** Continue to implement the coordinated plan for the secondary schools adopted in January 2001

**Action Plan:**

1. The SDE will continue to work collaboratively with the Louisiana Community & Technical College System (LCTCS) to continue the work initiated in 2000.
2. The Career and Technical Education unit will focus on expanding Career Academies, statewide articulation agreements, and industry-based certification throughout the State. (This is currently being addressed via the proposed Diploma Endorsements and the Career Options Law.)

**Program Strategy 2:** Continue to implement and expand available job certification programs in the secondary schools

**Action Plan:**

1. Continue to work collaboratively with the Workforce Commission, Board of Regents, and LCTCS to adopt curriculum that is industry-recognized and provides a framework for articulated credit from secondary to postsecondary institutions.
2. Continue to work on efforts to further implement IT programs in secondary schools throughout the State.
3. Continue to work collaboratively with other state agencies and business and industry partners to provide intensive training that will enable secondary teachers to implement job certification programs in the secondary schools.

**Status:**

Currently, two statewide articulation agreements have been signed and additional agreements are being negotiated. In May 2003, the Board of Elementary and Secondary Education (BESE) and Consortium for Education, Research and Technology (CERT), signed an agreement with endorsement by the Board of Regents that will allow high school students who complete the BESE-approved Teacher Cadet program to use that high school course for credit toward an education degree at any participating CERT institution. CERT Members include: Bossier Parish Community College, Centenary, Grambling, LSU-Shreveport, LSU Health Sciences Center in Shreveport, Louisiana Tech, Northwestern State University, Southern University-Shreveport, and University of Louisiana-Monroe.

Intensive statewide training institutes for Industry Based Certifications, counseling, and Pre-GED instruction are conducted each summer. Additional inservice activities are conducted in the fall and spring. The training based on industry-based certification is conducted in collaboration with business and industry partners.

1,157 secondary students received industry-based certification during the 2001-02 school year. Data for the 2002-03 school year will be available in September 2003.

The promotion of the WorkReady! program is currently underway. The WorkReady! Program which employs ACT's national "WorkKeys" skills assessment, available to Louisiana employers statewide through the Louisiana Workforce Development Commission, to assess and evaluate employee skills. The assessment evaluates employee skills for a given job against a national norm (nearly 10,000 jobs have been profiled in the system). Louisiana offers a Gold Certificate, a Silver Certificate and a Bronze Certificate, each based on scores on the objective assessment. So far some 30 companies and business organizations have signed on to use the program.

**Benefits:**

- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for graduates

**Cost:** No additional funding needed at this time



**Implementing Agencies:** Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and the Louisiana Workforce Commission

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in targeted clusters
3	3.1	3.1.1: Per capita income
3	3.1	3.1.3: Average annual pay ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate
3	3.2	3.2.1: Poverty rate

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

***Action Plan 2003 Recommendation:***

Provide Pre-Kindergarten-12 teacher funding that is commensurate with the academic goals described herein. Specifically, focus on improving teacher salaries, supporting Accountability, teacher quality, and early childhood education, and ensuring equitable distribution of resources.

**Vision 2020 Goal:** One - The Learning Enterprise

**Vision 2020 Objectives:**

- 1.2: To improve the reading and math skills of every student by high school graduation
- 1.3: To have a highly qualified teacher in every classroom

**Benchmarks:**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
1.3.3: Average Louisiana teacher salary K-12 (national rank)	47 (1997)	45 (2002)	40	18
1.2.5: Percentage of high school students scoring at or above the "Basic" level on the Graduate Exit Exam:	2001			
Math	51%	47%	55%	100%
English/language arts	56%	52%	55%	100%
Science	NA	50%	55%	100%
Social Studies	NA	52%	55%	100%

**Strategies:**

**Budgetary Strategy 1:** Continue to maintain or expand funding for School and District Accountability, Distinguished Educators, teacher quality, enhanced student assessment, remediation, Learning Intensive Networking, Louisiana Educational Accountability Data System (LEADS), Teacher Assistance and Assessment, K-3 Reading and Math, School Leadership Development, and Classroom-Based Technology.

**Action Plan:**

- 1. Continue to provide services to district assistance teams (DATs) and schools in Corrective Actions.
- 2. Collaborate more closely with Regional Education Service Center to provide required technical support and assistance for districts and schools in Level I Corrective Actions.

3. Use the Distinguished Educator program to assist school staff with data analysis, resource allocation, mentoring, and implementation of instructional leadership strategies.
4. Revise and refine the LEAP 21, GEE 21, alternate assessment, and norm-referenced testing to meet continuing accountability needs and new requirements of NCLB.
5. Continue to fund and conduct LEAP Summer School, GEE 21 Remediation, and LEAP 21 Tutoring Programs.
6. Continue to refine and more effectively utilize the LEADS to provide data concerning the effectiveness of the School and District Accountability program and seamless integration of NCLB data collection procedures and reporting requirements.
7. Continue to expand and refine LINCS to build and strengthen the ability of K-12 classroom teachers to design and implement standards-based, technology rich lessons which improve student learning.
8. Coordinate K-3 Reading and Math funding with the comprehensive statewide reading plan Pre-K-12 according to scientifically-based research on effective reading instruction; provide effective intervention for low-performing student; and evaluate commonly used basal materials and programs; and provide profession development targeted toward building district capacity.

**Benefits:**

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expanded resources for students
- Increased opportunities for student learning experiences
- Public school systems more attractive to parents, business, and industry
- Attracts and retains most qualified teachers

**Cost:** TBD

**Funding Source:** State General Fund and local LEA funding

**Implementing Agency:** Louisiana Department of Education

**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.2	1.2.1 - Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2 - Percentage of 3 <sup>rd</sup> graders reading at or above the 3 <sup>rd</sup> grade level
1	1.2	1.2.3 - Percentage of 4 <sup>th</sup> graders proficient in reading & math
1	1.2	1.2.4 - Percentage of 8 <sup>th</sup> graders proficient in reading & math
1	1.2	1.2.7 - Louisiana's average ACT score
3	3.1	3.1.1 - Per capita income
3	3.2	3.2.1 - Poverty rate by region
3	3.2	3.2.2 - Unemployment rate by region
3	3.5	3.5.1 - Index crime rates

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## **Action Plan 2003 Recommendation:**

Expand and permanently fund universal pre-kindergarten education programs, especially for at-risk children, to raise levels of language and computational competencies.

**Vision 2020 Goal:** One - The Learning Enterprise

### **Vision 2020 Objective:**

1.1: To have every child ready to learn by kindergarten

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data*</b>	<b>2003</b>	<b>2023</b>
1.1.1: Percentage of at risk four year olds enrolled in high quality, developmentally appropriate early education classes	62% (2000-01)	67% (2001-02)	76%	100%

\*Most recent data available

**Program Strategy 1:** Expand the implementation of high quality pre-school program targeting high-risk four-year old children throughout the state.

### **Action Plan:**

1. Continue to seek state, federal, and interagency funds in order to provide a 100% universally acceptable accessible four-year old preschool education program within all parishes.
2. Continue the process of designing early childhood education credentials appropriate for emerging federal highly qualified teacher policies.
3. Through on-going discussion concerning the design of the MFP formula, examine possible methods for fully funding Pre-K programs with state funds.
4. Continue the process for alignment of all early childhood education programs including 8(g) Early Childhood, Starting Points Preschool, LA 4, Title I preschool, Even Start, and Head Start Programs.
5. Conduct a major statewide early childhood education summit to promote leadership and professional development among Louisiana educators.
6. Conduct on-going critical evaluations of LA 4 to determine the value educational and fiscal value of the program.

### **Benefits:**

- Produces workforce capable of competing in the New Economy
- Children are better prepared for kindergarten

- Children are better able to perform at or above grade level
- Lowers dropout rate

**Cost:** TBD

**Funding Source:** State General Fund

**Implementing Agency:** Louisiana Department of Education

**Impacts:** Other Benchmarks Affected\*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at 3rd grade level
1	1.2	1.2.3: Percentage of 4 <sup>th</sup> graders proficient in reading and math
1	1.2	1.2.4: Percentage of 8 <sup>th</sup> graders proficient in reading and math
1	1.2	1.2.5: Percentage of high school students scoring at/above “basic” on Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## Action Plan 2002 Recommendation:

Continue ongoing efforts to critically evaluate and improve all dimensions of education funding.

**Vision 2020 Goal:** One - The Learning Enterprise

### Vision 2020 Objectives:

1.3: To have a highly qualified teacher in every classroom

### Benchmarks:

Benchmark	Baseline Data	Current Data*	2003	2023
1.3.3: Average Louisiana teacher salary K-12 (national rank)	47 (1997)	45 (2002)	40	18

\*Most recent data available

### Strategies:

**Budgetary Strategy 1:** Continue the in-depth evaluation of the Minimum Foundation Program to ensure the continued equitable distribution of State Funding to Local Educational Agencies.

#### Action Plan:

1. Continue meetings of the School Finance Review Commission to evaluate the formula and other strategic issues related to Louisiana school finance.
2. Continue to include prescribed minimal levels of expenditures for instruction.
3. Explore the possibility of developing a process for actually linking school performance to educational expenditures.
4. Initiate dialogue with gubernatorial candidates and the governor-elect concerning general issues related to education funding, funding of priority education programs, and education funding within the context of overall state fiscal reform.

**Program Strategy 1:** Implement priority planning to ensure the alignment of all state, federal, and local funding to goals and objectives of the School and District Accountability program.

**Action Plan:**

1. Develop and implement a school improvement process that places greater priority on the focused, aligned assignment of resources to critical academic achievement areas.
2. Design a coordinated data and reporting model that identifies critical fiscal and others factors in student academic achievement under the School and District Accountability program.

**Program Strategy 2:** Implement a pilot program to attract, retain, and motivate talented Louisiana teachers.

**Action Plan:**

1. Initiate a pilot Teacher Advancement Program that allows for multiple career paths, market-driven compensation, performance-based accountability, applied professional growth, and expansion of the supply of high quality teachers.

**Benefits:**

- Expanded resources for students
- Increased opportunities for student learning experiences
- School system more attractive to parents, business, and industry
- Progress in overall quality of education
- Attracts and retains most qualified teachers
- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses

**Cost:** TBD

**Funding Source:** State General Fund

**Implementing Agency:** Louisiana Department of Education

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at 3rd grade level
1	1.2	1.2.3: Percentage of 4 <sup>th</sup> graders proficient in reading and math
1	1.2	1.2.4: Percentage of 8 <sup>th</sup> graders proficient in reading and math
1	1.2	1.2.5: Percentage of high school students scoring at/above "basic" on Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

***Action Plan 2003 Recommendation:***

Maintain and strengthen the K-12 School and District Accountability Program to create more effective schools that improve student academic achievement.

**Vision 2020 Goal:** One - The Learning Enterprise

**Vision 2020 Objectives:**

- 1.2: To improve the reading & math skills of every student by high school graduation
- 1.4: To have student completion rates approaching 100 percent for Pre-K – 12 and postsecondary education

**Benchmarks:**

Benchmark	Baseline Data	Current Data*	2003	2023
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the state's K-12 Accountability Program	(1999) 69%	(2001) 69%	69%	98%

\*Most recent data available

**Strategies:**

**Program Strategy 1:** Continue to maintain or expand funding for School and District Accountability-specific programs.

**Action Plan:**

1. Develop and revise training modules for District Assistance Teams.
2. Provide training on Districts Assistance Teams modules through the Regional Service Centers, Department staff, and district personnel.
3. Continue to conduct the School Analysis Model and associated scanning, analysis, and reporting services.
4. Refine coordination between District Assistance Teams and Distinguished Educators.
5. Organize the awarding of School Improvement Funds to schools in Corrective Action.
6. Organize the awarding and distribution of School Growth Target Awards.
7. Provide updated Accountability Manuals to all schools.
8. Develop and implement the accountability data validation process.

**Benefits:**

- Produces workforce capable of competing in the New Economy



- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Makes school system more attractive to parents, business, and industry
- Improves overall quality of education
- Attracts and retains most qualified teachers
- Provides accountability measure

**Cost:** TBD

**Funding Source:** State General Fund

**Implementing Agency (Office):** Louisiana Department of Education

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at 3rd grade level
1	1.2	1.2.3: Percentage of 4 <sup>th</sup> graders proficient in reading and math
1	1.2	1.2.4: Percentage of 8 <sup>th</sup> graders proficient in reading and math
1	1.2	1.2.5: Percentage of high school students scoring at/above “basic” on Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Poverty rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.5	3.5.1: Index crime rate

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

***Action Plan 2003 Recommendation:***

Enhance postsecondary education funding for excellence in the classrooms and research leadership and increase postsecondary education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement and workplace skills attainment.

**Vision 2020 Goal:** One - The Learning Enterprise

**Vision 2020 Objective:**

- 1.3: To have a highly qualified teacher in every classroom
- 1.8: To have a competitive, efficient, well-integrated system of postsecondary education
- 2.2: To significantly increase public & private research and development activity

**Benchmarks:**

Benchmark	Baseline Data	Current Data*	2003	2023
1.3.3: Average Louisiana teacher salary Postsecondary	82%	(1998-99) 81%	89%	98%
2.2.1: R&D per \$1,000 gross state product University-performed	(1997) \$2.65	(1999) \$2.92	\$3.35	\$5.52

\*Most recent data available

**Strategies:**

**Budgetary**

**Strategy 1:** Continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for pupil spending for higher education

**Action Plan:**

- 1. Continue to implement and promote the Master Plan for Postsecondary Education
- 2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

**Strategy 2:** Continue to pursue implementation of the Five-year Funding Plan (Work toward being in the top quartile in teacher salary within SREB states.)

**Action Plan:**

1. Implement and promote the Master Plan for Postsecondary Education
2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

**Benefits:**

- Produces workforce capable of supporting Louisiana businesses allowing them to compete in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Increases ability to attract & retain the most qualified teachers
- Leads to attraction of high caliber students who may remain in Louisiana
- Leads to increased research dollars
- Increased research funding leads to increased technology development

**Cost:** TOTAL \$220 Million

	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004
Faculty/Professor Salaries (In Millions)	20	90	50	30	30

**Funding Source:** State

**Implementing Agency:** Board of Regents and Management Boards

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
1	1.6	1.6.1: Science & engineering bachelor's degrees per million people as a percent of the national average
1	1.6	1.6.2: Percent of civilian workforce with a recent bachelor's degree in science or engineering
1	1.9	1.9.1: Percentage of residents who have received an Associate degree
1	1.9	1.9.2: Residents earning industry-based certifications
1	1.10	1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent
1	1.10	1.10.2: Percentage of residents who have graduated from a 4-year college or university
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks

**Status:** Using the current 2001-2002 SREB data, the weighted average salaries and salary rankings of full-time faculty at Louisiana's four-year public institutions has increased by 4 percent (83% to 87%). Louisiana was ranked 16<sup>th</sup> of 16 SREB States—this increase has moved Louisiana to 14<sup>th</sup>.

**Research Notes:** Regarding Benchmark 1.3.3, for the past five years, the Southern Region Education Board (SREB) states have increased their support to higher education by 5% annually. Based on this research, it is the opinion of the Board of Regents that in order for Louisiana to reach

the SREB average\* for Faculty and Professional salaries, we needed to allocate \$220 million dollars to Faculty and Professional Salaries by 2005.

The Board of Regents acknowledges that even though the increase in funding in this area will raise faculty and professional salaries to the SREB average, we are unable to determine what our State's status will be on a national average. It is our goal to be among the top quartile of Faculty Salary in the Southern Region by 2023.

The Council does not believe that a high level of per pupil spending automatically creates high student achievement, but is concerned that higher education continues as a State priority. The extent to which education is a priority can be in part measured by investment in education by all levels of government.

***Action Plan 2003 Recommendation:***

Develop methods and practices for using technology to deliver education in new ways in order to better utilize limited financial resources and better prepare Louisiana's students to thrive and be prepared for employment in today's knowledge economy.

**Vision 2020 Goal:** One - The Learning Enterprise

**Vision 2020 Objective:**

- 1.7: To fully integrate information technology resources in schools
- 1.2: To improve the reading and math skills of every student by high school graduation

**Benchmark(s):**

Benchmark	Baseline Data	Current Data	2003	2023
1.7.1: Ratio of students per computer – K-12	(1997) 88	(2002) 6	5	1
1.7.2: Percentage connected by the equivalent of a T- 1 or better Schools Classrooms	(1999-2000)  72% 55%	(2001-02)  94% 84%	  100% 88%	  100% 100%

**Strategies**

**Program Strategy 1:** Implement the 5 year Statewide Educational Technology Plan (2001)

**Action Plan for 2003:**

- Continue to implement the 5 year Educational Technology Plan  
(<http://www.doe.state.la.us/DOE/asps/home.asp?I=LCET>)
- Continue to provide a comprehensive evaluation of the technology initiatives.  
(<http://www.lcet.doe.state.la.us/submit/>)
- Continue to develop and expand curriculum and professional development resources for K-12 educators and students including but not limited to the following:

- a. Louisiana Virtual School (<http://www.lcet.doe.state.la.us/distance/>)

The Louisiana Virtual School (LVS) provides Louisiana students with access to high quality courses, particularly those courses that are required to meet specific graduation and/or TOPS requirements and particularly to those students that do not have these courses available in their own schools. The LVS is developed through collaboration between the Louisiana Department of Education and the Louisiana School for Math, Science and the Arts. Through LVS students are afforded the opportunity to take high school credit courses and Advanced Placement courses, delivered online through the internet. Online course are available to students in all public and BESE approved private schools. The school must ensure adequate online access and provide a site facilitator.

- b. Making Connections (<http://www.lcet.state.la.us/connections>)

Making Connections is an interactive, searchable, database-driven website that provides K-12 lessons linked specifically to the Louisiana content standards and K-12 Educational Technology Standards. Through this electronic resource center, Louisiana teachers access a "one-stop shopping center for instructional materials that enhance teaching, learning, and technology opportunities in Louisiana's K-12 schools. The Louisiana Content Standards – Mathematics, Language Arts, Science, Social Studies, Foreign Languages, and the Arts – are the heart of the project and provide the context in which all resources are selected, presented, and implemented. The resource center includes model lesson plans, web resources, and sample assessment items. A new feature, the Making Connections Builder, allows Louisiana educators to use an online template to create and store technology rich standards-based lesson plans and website previews.

- c. Online Database Resources  
(<http://www.doe.state.la.us/DOE/LCET/k12onlinedb.htm>)

The K-12 Online Database Resources initiative provides equitable access to comprehensive information and research resources that support improved student learning. Teachers and students in all Louisiana public and non-public schools are provided unlimited access to a collection of subscription-based products from the GALE Group, and World Book, Inc. Reference resources included in the Gale Group package are Student Resource Center Gold, Junior Reference Center; InfoTrac Student K-13; InfoTrac Junior Edition, etc. World Book, Inc. provides an online encyclopedia including the brand new "Global World Book Online Encyclopedia Edition" World Book's reference resources are supported by Behind the Headlines articles, Calendar-based features, and the "Learning Zone." Additionally, training workshop opportunities are provided for educators to enable them to successfully use the online resources to support effective use of the Louisiana Content Standards. Teachers and students have access to resources from both school and home.

4. Continue to develop and expand web-based applications that support school improvement and accountability efforts, including, but not limited to the following:

- a. Teach Louisiana (<http://teachlouisiana.net>)  
TEACH Louisiana is an online career development network for Louisiana teachers designed to allow educators to use online tools to simplify the search for positions, apply for teaching positions using a statewide common application, acquire information about the certification process, receive support and resources, and identify high-quality professional development opportunities. The common, online statewide teaching application that allows educators to apply for jobs across the state with a single application.
- b. Louisiana Department of Education Website (<http://louisianaschools.net>)  
The Louisiana Department of Education website provides meaningful, accurate, and up-to-date information to the Louisiana educational community and citizenry. The website consists of an amalgamation of static HTML pages and Active Server Pages driven by Microsoft Access and SQL Databases. Hosting is shared between two NT Servers. Key components of the site include: (1) up-to-date resources of statewide educational information available 24/7; (2) resources for departmental initiatives and programs; (3) access to statewide education reports and school accountability data; and, (4) interactive and downloadable surveys, reports, and application forms. The entire site is currently being redesigned. Enhanced functionality will include: an electronic web submission and approval process; new graphics and layout; and, a sophisticated content management system.

**Benefits:**

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences

**Cost:** TBD

**Funding Source:** State General Fund

**Implementing Agency:** Louisiana Department of Education

**Impacts:** Other Benchmarks Affected\*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 3rd graders reading at or above 3 <sup>rd</sup> grade level
1	1.2	1.2.4: Percentage of 4 <sup>th</sup> graders proficient in reading & math
1	1.2	1.2.6: Percentage of 8 <sup>th</sup> graders proficient in reading & math
1	1.2	1.2.8: Percentage of high school students scoring at/above "basic" on the Graduate Exit Exam
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate (by region)
3	3.2	3.2.4: Poverty rate (by region)
3	3.5	3.5.1: Index crime rate

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

***Action Plan 2003 Recommendation:***

Increase the proportion of Louisiana citizens who have access to – and provide incentives to encourage them to seek – education, training, and retraining throughout their work lives, including basic skills and /or technical skills upgrade.

**Vision 2020 Goals:** One - The Learning Enterprise  
Two - The Culture of Innovation

**Vision 2020 Objectives:**

- 1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 1.9: To make workforce education and technical training programs widely available at the secondary and postsecondary levels

**Benchmark(s):**

<b>Benchmarks</b>	<b>Baseline Data</b>	<b>Current Data*</b>	<b>2003</b>	<b>2023</b>
1.10.1: Percentage of residents over age 18 with a high school degree or GED equivalent	(1995) 76%	(2000) 79.6%	81%	95%
1.9.1: Percentage of residents who have received an Associate degree	(2000) 3.5%	(2000) 3.5%	5%	14%
1.10.2: Percentage of residents who have graduated from a four year college or university	(1993) 16%	(2000) 19.7%	18%	27%
1.10.3: Residents completing training through: Incumbent Worker Training Program Workforce Investment Act programs	(1999-00) 929 NA	(2001-02) 10,259 2,093	To be set	To be set
1.9.2: Residents earning industry-based certifications	(2000) 9,016	(2002) 9,077	To be set	To be set

**Strategies**

**Program Strategy 1:** Increase access of Louisiana adults to instruction that prepares them for the GED.



**Action Plan:**

1. Inventory programs that provide instruction that prepares Louisiana adults for the GED
2. Continue collaboration between the Workforce Commission, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for instruction leading to the GED.

**Program Strategy 2:** Increase access of employed Louisiana adults to publicly funded basic skills and technical skills upgrades.

**Action Plan:**

1. Inventory available Incumbent Worker Training Program projects, TANF customized basic/technical skills training, Adult Education workplace literacy and workforce-related family literacy projects, and other publicly funded upgrade training.
2. Continue collaboration between the Workforce Commission, the Department of Labor, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for basic skills and technical skills upgrades.

**Program Strategy 3:** Increase access of employed Louisiana adults to affordable child care and transportation to support education/training and employment.

**Action Plan:**

1. Inventory availability of affordable child care and transportation to support participation of Louisiana adults in basic skills and technical skills upgrades.
2. Develop collaboration between the Workforce Commission, the Department of Social Services, Department of Transportation and Development, the Board of Regents (LCTCS), and community organizations to showcase effective child care and “brokered” transportation arrangements.

**Program Strategy 4:** Implement additional industry-based certifications from the sample list of demand occupations.

**Action Plan:**

1. Inventory industry-based certification training programs from the sample list offered to Louisiana adults.
2. Continue collaboration between the Workforce Commission, the Board of Regents (LCTCS), BESE (the Department of Education), and business/industry consortia to establish additional industry-based certification training programs in the sample list.

**Benefits:**

- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for adults who earn industry-based certifications and complete upgrades

**Cost:** No additional funding needed at this time

**Implementing Agencies:** Louisiana Workforce Commission, Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and, where applicable, school systems.

**Status:** In 2001, an Interagency Collaborative was convened to discuss the status of assessment in Louisiana. The Louisiana Interagency Collaborative is a network of state agencies organized to discuss ways to more efficiently and effectively address common needs of the state which impact and affect the respective agencies. Collaborative members include: Board of Regents, Dept. of Corrections, Dept. of Education, Dept of Labor, Dept of Social Services, Dept of State Civil Service, LCTCS, and the Workforce Commission-Office of the Governor. Recently, the Collaborative widened its circle of partnerships to include input from Community and Faith Based Organizations, Business and Industry Partners and Louisiana Economic Development. This group formulated a goal to “create a coordinated system of assessment which addresses both academic and workplace readiness and minimizes duplication.”

The Industrial Based Certification (IBC) Council, which is staffed by the Workforce Commission, held half day seminars and training programs to discuss the status of IBC’s in our state in conjunction with the first Louisiana WorkReady! Conference (held June 9-11, 2003). The WorkReady! program employs ACT’s national “WorkKeys” skills assessment, available to Louisiana employers statewide through the Louisiana Workforce Development Commission, to assess and evaluate employee skills. The assessment evaluates employee skills for a given job against a national norm (nearly 10,000 jobs have been profiled in the system). Louisiana offers a Gold Certificate, a Silver Certificate and a Bronze Certificate, each based on scores on the objective assessment.

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
1	1.2	1.2.5: Percentage of high school students scoring at or above “Basic” on Graduate Exit Exam
1	1.4	1.4.2: Percentage of 9 <sup>th</sup> graders remaining in school through high school graduation
1	1.8	1.8.2: Percentage of students in community colleges transferring to a 4-year college/university
1	1.8	1.8.3: Number of students in high school participating in dual enrollment at a community or technical college
1	1.8	1.8.4: Percentage of 18-24 year olds enrolling in colleges
1	1.11	1.11.1: Percentage of the civilian labor force that is employed (white, black, Hispanic, women)
1	1.11	1.11.2: Employment rate for individuals living with disabilities
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate, by region
3	3.2	3.3.4: Poverty rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

***Action Plan 2003 Recommendation:***

Develop a plan for gathering reliable data on literacy in Louisiana

**Vision 2020 Goals:** One - The Learning Enterprise  
Two - The Culture of Innovation

**Vision 2020 Objectives:**

1.10: To have a workforce with the education & skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs

**Benchmark(s):**

Benchmarks	Baseline Data	Current Data	2003	2023
It is unclear at this time how to adequately measure literacy. Benchmarks will be developed.				

**Strategies**

**Program Strategy 1:** Begin a research process for developing a “literacy” benchmark concept that accommodates the applied economic development needs of Louisiana.

**Action Plan:**

1. Conduct general research on the concept of literacy in collaboration with the Boggs Literacy Center at Loyola University.
2. Identify the most common conceptions and definitions of literacy.
3. Develop a set of criteria for evaluating the concepts of “literacy” and “literacy levels” against the value of other forms benchmarks such as “educational attainment” which might serve the same economic development purposes.
4. Present the findings to the Economic Development Council for final resolution of how to best and most practically compare “literacy” levels in Louisiana, in the Southern region, and across the nation.

**Benefits:**

- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for adults who earn industry-based certifications and complete upgrades

**Cost:** No additional funding needed at this time

**Implementing Agencies:** Louisiana Department of Education

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.2	3.2.2: Unemployment rate, by region
3	3.2	3.3.4: Poverty rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

**Action Plan 2003 Recommendation:**

Develop a continuous process for streamlining of the permitting process for seismic, drilling, production, and pipeline activities under the direction of the Governor's Office.

**Vision 2020 Goal:** Two -- The Culture of Innovation

**Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

**Benchmark(s):**

Benchmark	Baseline Data	Current Data	2003	2023
2.1.14: Total capital investment in oil & gas infrastructure by type of infrastructure	Data not yet available	To Be Set		

**Strategies**

**Program Strategy 1:** Process map current processes

**Action Plan:**

- 1. Identify person(s) to lead for seismic, drilling, production, & pipeline processes
- 2. Have each to list permitting process
- 3. Map each list

**Program Strategy 2:** Evaluate current efforts to streamline process

**Action Plan:**

- 1. Develop a listing of efforts to streamline process
- 2. Evaluate efforts

**Program Strategy 3:** Seek common ground from agencies to streamline the process

**Action Plan:**

- 1. Identify agencies and departments involved in permitting
- 2. Identify a key decision-making individual in each
- 3. Outline concerns
- 4. Hold meeting (s)
- 5. Summarize results and list next steps
- 6. Develop a proposal to submit to all agencies and the Office of the Governor

**Benefits:**

- Increase capital investment in Louisiana with a streamlined permitting process.
- Increase state revenue and jobs.

**Cost:** In LED Budget

**Implementing Agency:** Louisiana Economic Development

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

### **Action Plan 2003 Recommendation:**

Develop an annual report examining barriers to the development of energy infrastructure with proposals for eliminating the barriers.

**Vision 2020 Goal:** Two -- The Culture of Innovation

### **Vision 2020 Objectives:**

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data*</b>	<b>2003</b>	<b>2023</b>
2.1.14: Total capital investment in oil & gas infrastructure by type of infrastructure	Data not yet available	To Be Set		

### **Strategies**

#### **Program**

**Strategy 1:** Submit a report to the Governor and appropriate agencies by November 2003

Action Plan:

1. Identify a team to work on project
2. Identify needed energy infrastructure
3. Identify existing barriers for needed energy infrastructure
4. Develop proposals for eliminating both state and federal barriers
5. Identify cost / benefit proposals for the elimination of the barriers.

### **Benefits:**

- Enhance economic development opportunities by increasing availability, quality and reliability of Louisiana's energy infrastructure.
- Increase investment and jobs in Louisiana's energy industry.

**Cost:** In LED Budget

**Implementing Agency:** Louisiana Economic Development

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.



### **Action Plan 2003 Recommendation:**

Develop a blueprint and funding mechanism for priorities in energy related technology research that is of interest and relevance to Louisiana industries, universities and the state, including but not limited to alternative fuels including the use of biomass, cogeneration, hydrogen-fuel, improved efficiencies, and improved oil and gas production technologies both onshore and offshore.

**Vision 2020 Goal:** Two -- The Culture of Innovation

### **Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2002) 34,113	To be set	
2.2.1: Research & development expenditures per \$1,000 GSP	(1997)	(1999)		
Industry-performed	\$1.38	\$1.45	\$4.29	\$18.49
Federally-performed	\$0.39	\$0.46	\$1.02	\$ 3.82
University-performed	\$2.65	\$2.92	\$3.35	\$ 5.52

### **Strategies**

**Program Strategy 1:** Develop an energy research strategy for the state

#### **Action Plan:**

1. Develop a cross functional team of industry, academia and government coordinated by LSU Center for Energy Studies (CES) to address the action item
2. Develop list of research needed, including information on the reasons and significance of each
3. Prioritize list
4. Identify and propose funding mechanisms to accomplish the priorities

### **Benefits:**

- Develops important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world.
- Grows energy investment and jobs of the future here in Louisiana.
- Diversifies our energy dependency while helping other industries competitiveness.

**Cost:** In LED Budget

**Implementing Agency:** Louisiana Economic Development

**Impacts:** Other Benchmarks Affected\*

Goal	Objective	Benchmark
2	2.1	2.1.14: Energy production by source
2	2.1	2.1.15: Total capital investment in oil & gas infrastructure
2	2.2	2.2.2: Research & development expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
3	3.1	3.1.1: Per capita income
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## **Action Plan 2003 Recommendation:**

Develop recommendations for legal reforms related to class action litigation and excessive, non-compensatory damages and punitive awards in environmental litigation.

**Vision 2020 Goal:** Two -- The Culture of Innovation

### **Vision 2020 Objectives:**

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies

### **Benchmark(s):**

<b>Benchmark</b>	<b>Base</b>	<b>Update*</b>	<b>2003</b>	<b>2018</b>
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2002) 34,113	To be set	

## **Strategies**

**Program Strategy 1:** Prepare report on needed legal reforms to submit to the Governor by November 2003

### **Action Plan:**

1. Gather team of stakeholders
2. Identify problems
3. Suggest possible solutions to problems
4. Propose legislation to remedy these problems for the good of the state

**Legislative Strategy 1:** Submit proposed changes to legislature

### **Action Plan:**

1. Meet with appropriate legislators to develop support for proposed changes and sponsors for bill(s)
2. Ensure that proper legislation is drafted

## **Benefits:**

- Increase competitiveness of Louisiana for investment and jobs.
- Increase state revenue.

**Cost:** In LED Budget

**Implementing Agency:** Louisiana Economic Development

**Impacts:** Other Benchmarks Affected\*

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

**Action Plan 2003 Recommendation:**

Conduct a study to determine if the state is properly positioned to create and succeed with a globally competitive research, development and commercialization center focused on creating and commercializing new solutions for environmental issues faced by our citizens, industry, rivers, and wetlands.

**Vision 2020 Goal:** Two -- The Culture of Innovation

**Vision 2020 Objectives:**

2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

**Benchmark(s):**

Benchmark	Base	Update	2003	2018
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,933	(2002) 34,113	To be set	

**Strategies:**

**Program Strategy 1.** Study the feasibility of an Environmental Center of Excellence

**Action Plan:**

1. Put together a small team that includes industry & education interests and LED to oversee the project
2. Develop the scope of work, deliverables, and schedule for a study to determine feasibility and, if appropriate, recommend a general plan of action for how to proceed.
3. Secure funding for study
4. Bid study, if necessary
5. Assess results of study and make recommendations regarding next steps

**Benefits:**

- Develops important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world
- Enhances Louisiana's identity and creates an entity that will attract global attention as "The Environmental Solutions Source."
- Improves Louisiana's environment by allowing us to become early adopters of leading edge environmental solutions
- Establishes Louisiana and our partnering research entities (LSU, UL, Southern, etc.) as the premier researchers in the U.S. focused on environmental solutions

**Cost:** \$150,000-250,000

**Implementing Agency:** Louisiana Economic Development, Board of Regents, & the Department of Environmental Quality.

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

### Action Plan 2003 Recommendation:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

**Vision 2020 Goal:** Three- A Top 10 State

### Vision 2020 Objective:

3.6: To protect, rehabilitate, and conserve our coastal ecosystem

3.7: To preserve and develop Louisiana's natural and cultural assets

### Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
3.6.1: Cumulative acres of coastal wetlands loss that will be prevented by projects	(1998)	(2002)		
Constructed	8,985	65,633	44,925	224,625
Authorized	14,975	74,875	74,875	344,425
3.7.1: Preservation & enhancement of the Atchafalaya Basin	(2001)	(2002)		
Acreage protected, restored, improved or opened for public access	10,700	12,100	15,000	95,500
Number of recreational & tourism facilities constructed and opened	1	2	2	12

**Strategies:**

**Program Strategy 1.** Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate to the public.

**Action Plan:**

1. Coordinate plan developments with appropriate Federal agencies
2. Secure Federal and State approvals for projects.
3. Submit plans, as appropriate, to appropriate legislative committees

**Benefits:**

- Preserves unique ecosystem
- Maintains important floodway
- Opens area for recreation and tourism opportunities
- Leverages State funds

**Cost:** Covered by Federal and existing DNR funds.

**Funding Source:** State and Federal government

**Implementing Agency:** Department of Natural Resources

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark*
3	3.7	3.7.2: Amount of State-owned lands for natural resources management
3	3.7	3.7.3: Louisiana species listed as threatened, endangered, rare plants
2	2.1	2.1.13: Number of visitors to Louisiana
2	2.1	2.1.12: Tourism – employment generated & visitor spending

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.



**Action Plan 2003 Recommendation:**

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for our selves, our nation, and future generations.

**Vision 2020 Goal:** Three – A Top 10 State**Vision 2020 Objective:**

- 3.6: To protect, rehabilitate, and conserve our coastal ecosystem  
 3.7: To preserve and develop Louisiana's natural and cultural assets

**Benchmark(s):**

Benchmark	Baseline Data	Current Data	2003	2023
3.6.1: Cumulative acres of coastal wetlands loss that will be prevented by projects	(1998)	(2002)		
Constructed	8,985	65,633	44,925	224,625
Authorized	14,975	74,875	74,875	344,425

**Strategies:**

**Program Strategy 1:** Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management

**Action Plan:**

1. Ensure that existing Breaux Act and State Wetlands and Conservation Trust Fund resources are directed toward *Coast 2050* strategies
2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond
3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement *Coast 2050*, including passage of the CARA bill
4. Qualify for coastal impact assistance funds through the program established in the Commerce Justice State Appropriations Bill passed in the 2000 Congress

**Benefits:**

- Addresses Louisiana's coastal wetlands and barrier island loss, which currently is approximately 35 square miles per year
- Elevates wetlands conservation and restoration to a position of high visibility and action
- Restores and preserves coastal resources in order to maintain the viability and the existence of residential, agricultural, and economic development in coastal Louisiana and south Louisiana's rich cultural heritage
- Preserves this unique ecosystem and the wildlife and fisheries resources which are dependent upon it for their survival
- Leverages the State's financial resources

**Cost:** TBD

**Funding Source:** State, Federal and Private

**Implementing Agency(s):** Department of Natural Resources

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark*
3	3.7	3.7.2: Amount of State-owned lands for natural resources management
3	3.7	3.7.3: Louisiana species listed as threatened, endangered, rare plants
2	2.1	2.1.12: Tourism – employment generated & visitor spending

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

**Action Plan 2002 Recommendation:**

Develop an effective multimodal transportation system that will accelerate economic development.

**Vision 2020 Goals:** Two -- The Culture of Innovation  
Three - A Top 10 State

**Vision 2020 Objectives:**

2.6: To develop and promote Louisiana's transportation infrastructure

**Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.6.1: Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)	16 (1998)	To be added after the update of the Statewide Transportation Plan is completed		
2.6.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)	3 (1998)	4 (2001)	4	16
2.6.3: Percentage of state highway miles with pavements in poor condition	27.1% (1995)	8.7% (2000)	9.5%	7.5%
2.6.4: Number of parishes with a public transportation system	42 (1997)	36 (2001)	47	64
2.6.5: Number of Louisiana ports in top 10 U.S. ports (based on total cargo tonnage)	4 (1995)	3 (2001)	3	5
2.6.6: Direct air service between Louisiana airports and external locations	(1997)	(2002)		
Foreign cities	2	2	2	8
Domestic hub cities	NA	40	40	48
Domestic non-hub cities	NA	41	41	45

## Strategies

**Executive Strategy 1:** Call a Special Session focused on transportation issues, particularly those that relate to long-term economic growth.

**Action Plan:**

1. The Governor will call a Special Session focused exclusively on transportation issues at some point following the 2002 Regular Session.

**Executive Strategy 2:** Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED)

**Action Plan:**

1. Continue implementing the plan to accelerate completion of the TIMED projects through the issuance of bonds backed by the dedicated four-cent per gallon fuel tax.

**Legislative Strategy 1:** Examine options for strengthening transportation system investments to promote economic growth, capitalize on international trade opportunities, and enhance the quality-of-life.

**Action Plan:**

1. Legislative leaders will allow a wide variety of transportation issues to be discussed and debated, and all financing options to be considered.

## Benefits:

- Strengthens the foundation on which Louisiana's economy and society is built.
- Serves as a catalyst for economic growth.
- Positions the state to capitalize on international trade opportunities.
- Provides opportunities to enhance the quality-of-life.
- Improves public safety.
- Increases access to education, training and employment for citizens in the lower income levels.

**Cost:** TBD

**Funding Source:** Special Session - State General Fund, Transportation System - All means of financing

**Implementing Agencies:** Office of the Governor, State Legislature

**Impacts: Other Benchmarks Affected\***

Goal	Objective	Benchmark
2	2.1	2.1.1: Number of firms in Louisiana's targeted clusters
2	2.1	2.1.2: Manufacturing employment
2	2.1	2.1.5: Firms that export per 1,000 firms
2	2.1	3.6.1: Tourism – employment generated and visitor spending

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

### Action Plan 2003 Recommendation:

Maintain the commitment for development and operation of the regional wet-lab technology business incubators to support the biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana.

### Vision 2020 Goal: Two – The Culture of Innovation

#### Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

#### Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

#### Strategies:

**Budgetary Strategy 1:** Continue effort to create three wet-laboratory incubators in north, middle and south Louisiana

#### Action Plan:

The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will seek to advance the recommendations of the wet lab incubator study completed for the Department in December 2001.

#### Benefits:

- Makes Louisiana competitive with other states that have life science incubator programs and economic development strategies
- Generates high tech jobs and business development in a targeted technology sector
- Reaps the economic development benefits from the State's investment in university-based life science research

- Provides a mechanism to commercialize university wet lab science research in Louisiana and not be solely dependent on licensing intellectual property to out-of-state companies
- Aids in recruiting and maintaining distinguished researchers who often desire to participate in the commercialization of their research
- Supports recruiting out-of-state biotechnology start-up companies to Louisiana
- Accelerates the successful development of entrepreneurial wet lab science dependent companies

**Cost:** TBD

**Funding Source:** All means of funding

**Implementing Agency(s):** Office of the Governor, Division of Administration, Department of Economic Development

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

### **Action Plan 2003 Recommendation:**

Support efforts within the Legislature to establish a Science & Technology Committee, Subcommittee, or Task Force that will serve as a focal point for technology information, policy development, and technology industry issues.

### **Vision 2020 Goal:** Goal Two- Culture of Innovation

### **Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

### **Strategies**

**Program Strategy 1:** Request the appropriate group or individual within the Legislature to review the merits of establishing a technology advisory committee or subcommittee

### **Action Plan:**

- 1. Prepare a summary brief presenting the case for establishing a new legislative Science & Technology committee or subcommittee of the House & Senate Commerce Committee(s).
- 2. Meet with the Speaker of the House, Senate President, and Chairs of the House and Senate Commerce Committees to discuss the merits of creating such a committee

### **Benefits:**

- Creates a focal point in the Legislature with a programmatic purpose of advancing technology industries within Louisiana
- Centralizes planning, program implementation, funding and accountability
- Accelerates technology company recruitment and the formation of technology-based startups in Louisiana

- Assists in retaining technology-based startups in Louisiana by creating established programs that support emerging technology companies
- Provides a vehicle to aggressively advance the six targeted technology clusters
- Produces an informed, proactive legislature working in cooperation with the Administration to advance technology objectives contained in *Vision 2020*
- Ensures that elected officials are knowledgeable and well versed about the issues and challenges facing the state in the new “knowledge-based economy”
- Ensures that in advance of legislative requests and actions, due and deliberate consideration can be given to technology-related matters

**Cost:** TBD

**Funding Source:** TBD

**Implementing Agencies:** Office of the Governor, Department of Economic Development

**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.



### **Action Plan 2003 Recommendation:**

Continue to develop and maintain an integrated Technology Resources Database that promotes industry/university partnering and the efficient use of research equipment and provides a comprehensive source of data for planning and marketing

**Vision 2020 Goal:** Goal Two: Culture of Innovation

### **Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.4.2: Number of university cooperative endeavor agreements with companies		Data being gathered		
2.4.1: Number of licenses completed Total Percentage to Louisiana companies		Data being gathered		

### **Strategies**

**Program Strategy 1:** Improve technology to allow data to be entered in one place and used in many ways

### **Action Plan:**

1. Determine needs, including the framework needed to improve compatibility with other nationally used data bases and sources
2. Identify software
3. Evaluate software for applicability to needs
4. Identify costs

### **Benefits:**

- Increases industry access to university technology, researchers, and facilities
- Creates "one stop shopping" for private industry in accessing Louisiana's university generated intellectual property
- Provides economic development information for planning and marketing

**Cost:** Minimal

**Implementing Agencies:** Board of Regents and the Department of Economic Development

**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## Action Plan 2003 Recommendation:

Create programs that develop early stage capital for startups

**Vision 2020 Goal:** Goal Two- Culture of Innovation

### Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

### Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2018
Number of seed funds with offices in Louisiana			To be set	
Amount of capital in Louisiana funds				
Amount of CAPCO funds invested in early stage companies (as defined by changes in 2002)				

## Strategies

**Program Strategy 1:** Support the Louisiana Economic Development Corporation's efforts to implement a technology commercialization program that helps to move technologies from the prototype stage to commercialization.

### Action Plan:

1. Identify best practices in other states
2. Review policies, rules, and legislation to identify barriers
3. Outline a program
4. Identify and secure funding
5. Implement the program

**Benefits:**

- Begins the process of developing a pool of capital that is earmarked for further development of technologies that can form the basis of start-up businesses
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups
- Increases startups
- Produces high rates of job creation
- Results in higher wages
- Increases deal flow for venture capital groups

**Costs:** No additional funding

**Implementing Agencies:** Louisiana Department of Economic Development

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## Action Plan 2003 Recommendation:

Create angel capital networks around the state

**Vision 2020 Goal:** Goal Two- Culture of Innovation

### Vision 2020 Objectives:

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

### Benchmark(s):

Benchmark	Baseline Data	Current Data	2003	2023
Number of active angel networks in Louisiana			To be set	

### Strategies

**Program Strategy 1:** Develop a mechanism to provide training focused on the logistics of building an angel investor network

#### Action Plan:

1. Identify best practices in how to organize and maintain angel investor networks
2. Identify best practices in informing and training angel investors
3. Identify people and financial resources to conduct the training
4. Develop a plan to put the resources together to provide the training, in order to begin putting together angel investor networks around the state

#### Benefits:

- Begins the process of developing a pool of capital that is earmarked for further development of technologies that can form the basis of start-up businesses
- Increases startups
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups
- Produces high rates of job creation
- Results in higher wages
- Increases deal flow for venture capital groups

**Costs:** \$200,000

**Implementing Agencies:** Louisiana Economic Development

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

### **Action Plan 2003 Recommendation:**

Continue evaluating Louisiana's university technology transfer policies and practices and begin implementing recommendations to improve commercialization outcomes.

### **Vision 2020 Goal:** Goal Two- Culture of Innovation

### **Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.5: To aggressively encourage and support entrepreneurial activity

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.4.2: Number of university cooperative endeavor agreements with companies		Data being gathered		
2.4.1: Number of licenses completed Total Percentage to Louisiana companies		Data being gathered		
2.6.2: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

### **Strategies**

**Program Strategy 1:** Review study requested by the Louisiana Economic Development Council in *Action Plan 2002* that is now being conducted through Louisiana Economic Development.

### **Action Plan:**

1. Determine priority recommendations to pursue in the coming year
2. Develop a strategy for implementation of priority recommendations
3. Determine recommendations that can be implemented quickly without additional resources
4. Begin implementation

**Benefits:**

- Increases industry access to university technology, researchers, and facilities
- Provides roadmap for improving tech transfer outcomes
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana
- Optimizes tech transfer policies and practices
- Achieves a better return on the State's research investments
- Will result in more technology job creation

**Cost:** No additional funds needed at this time

**Implementing Agencies:** Board of Regents and the Department of Economic Development

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.



### **Action Plan 2003 Recommendation:**

Support efforts to increase research and development funding for the targeted cluster technologies, particularly the Governor's information technology and biosciences initiatives.

### **Vision 2020 Goal:** Goal Two- Culture of Innovation

### **Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.2: To significantly increase public and private research and development activity

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

### **Strategies**

**Legislative Strategy:** Work with the Governor's Office, LED, and legislators to encourage investments in information technology; wet labs; life, food, and environmental sciences; micromanufacturing and nano-technology; energy; and logistics.

**Program Strategy:** Identify research areas/fields of interest to cluster companies to suggest areas where colleges and universities could focus future basic and applied research efforts

### **Action Plan:**

1. Identify applied research interests from industry focused on industry growth trajectories and growth/future market potential
2. Identify existing research strengths in universities
3. Develop a plan for transferring information on research interests and anticipated future growth paths from industry to the universities

**Benefits:**

- Results in more technology job creation
- Assists in growing industries that pay high wages and salaries and are typically fast-growing
- Increases industry access to university technology, researchers, and facilities
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana

**Cost:** TBD**Implementing Agencies:** Louisiana Economic Development, Board of Regents**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.1: R&D expenditures per \$1,000 in gross state product (industry-, federally-, & university performed)
2	2.2	2.2.2: R&D expenditures per capita
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.2	2.2.4: Number of patents issued per 10,000 business establishments
2	2.4	2.4.1: Number of licenses completed (total and percentage to Louisiana companies)
2	2.4	2.4.2: Number of university cooperative endeavor agreements with companies
2	2.5	2.5.1: Number of business incubators
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

**Action Plan 2003 Recommendation:**

Evaluate the State's new fiber optic assets and other emerging information technologies and develop a plan that provides access to affordable, scalable, high-speed connectivity to state and local governments, universities, schools, households and the business community in urban and rural areas.

**Vision 2020 Goal:** Two -- The Culture of Innovation

**Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

**Benchmark(s):**

Benchmark	Baseline Data	Current Data	2003	2023
2.7.1: Percentage of households with computers	(2000) 41.2%	(2001) 45.7%	47%	90%
2.7.2: Percentage of households with Internet access	(2000) 30.2%	(2001) 40.2%	45%	49%
2.7.2: Percentage of households with broadband Internet available	(1999) 57%	(2001) 64%	80%	100%

**Strategies**

**Program Strategy 1:** Develop a plan and process to evaluate the State's fiber assets and other emerging information technologies with the goal of quantifying the level of effort and cost associated with middle and last mile connectivity throughout the state by June 2004.

**Action Plan:**

1. Develop a scope of work for a cost-benefit analysis for converting the Department of Transportation and Development's excess fiber assets into a system to provide high-speed connectivity to public agencies and entities and other limited quasi-private organizations (e.g. non-profits) throughout the state; also include in the analysis other emerging information technologies (i.e., satellite) for comparative purposes. The study should highlight broadband costs and availability throughout the rural areas of the state.

2. Prepare an RFP for the cost-benefit analysis, with input from but not limited to, the Office of Information Technology's Chief Information Officer, the Department of Economic Development's Information Technology Cluster Director and Technology, Innovation, and Modernization Services Director, and the Louisiana Economic Development Council's Science and Technology Task Force chair or his designee and the Louisiana Economic Development Council's Infrastructure Task Force chair or his designee. If the legislature has created a Science and Technology committee or subcommittee, the proposal should also have that body's input.
3. Issue an RFP to solicit proposals from leading private sector experts to conduct this cost-benefit analysis.
4. Select firm to do the analysis, with the proposal review team to include economic development interests including, but not limited to, the Department of Economic Development's Information Technology Cluster Director and Technology, Innovation, and Modernization Services Director and the Louisiana Economic Development Council's Science and Technology Task Force chair or his designee and the Louisiana Economic Development Council's Infrastructure Task Force chair or his designee.
5. Direct the Louisiana Office of Information Technology to serve as support staff for the chosen consultant.
6. Complete the study.
7. Develop a plan for Louisiana.

**Program Strategy 2:** Develop a plan to facilitate the location of a Tier One Internet Gateway in Louisiana by November 2003

**Action Plan:**

1. The Deputy Commissioner of the Division of Administration and the CIO will develop the specific plans and procedures to leverage the state's current and projected Internet bound traffic and other network needs as a lure to engage private sector Internet backbone operators in negotiations to build a Tier One Internet Gateway.

**Benefits:**

- Improves efficiency in service delivery to various constituencies
- Uses State fiber assets to close the Digital Divide by making world-class, high-speed connectivity available to every citizen, community and business in Louisiana
- Connects all State university research facilities to this network; thereby giving researchers connectivity capabilities that are years ahead of those available at the leading research institutions connected to Internet2
- Enhances the standing of Louisiana university research institutions
- Attracts both public and private sector research dollars
- Attracts and retains leading research scientists and engineers
- Leverages the State's fiber assets with leading edge optical technologies to give the State a world-class telecommunications infrastructure

- Strengthens existing businesses and creates new opportunities across all industry clusters as Information Technology assumes a more prominent role in the core business processes of all businesses

**Cost:** TBD

**Funding Source:** All means of financing

**Implementing Agencies:** Office of the Governor, Division of Administration

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.2	2.2.3: Percentage of recent science & engineering PhDs in the workforce
2	2.5	1.5.2: New business starts
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year
3	3.2	3.2.2: Unemployment rate, by region

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

**Action Plan 2003 Recommendation:**

Convene a summit on healthcare to evaluate methods to reduce the rising cost of healthcare through the utilization of information technology solutions.

**Vision 2020 Goal:** Goal Two -- The Culture of Innovation  
Goal Three – A Top Ten State

**Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.7: To assess, build, and capitalize on Louisiana's information and telecommunications infrastructure
- 3.3: To ensure quality healthcare for every Louisiana citizen

**Benchmark(s):**

Benchmark	Baseline Data	Current Data	2003	2023
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

**Strategies**

**Program Strategy 1:** Organize and hold a summit to determine how to begin to address the issues of paperless record keeping, meeting federal requirements, broadband access, telemedicine, and related issues.

**Action Plan:**

- 1. Establish a planning and logistics ad hoc committee to coordinate the summit
- 2. Prepare a list of individuals and groups to include invite
- 3. Plan an agenda, which will indicate what speakers need to be invited and
- 4. Determine a date and location for the meeting
- 5. Identify underwriters and sponsors
- 6. Invite participants
- 7. Hold conference

**Benefits:**

- Control and more efficiently manage state healthcare funding through the better utilization of information technology
- Creation of digital databases that can better utilize patient data for research purposes.

**Cost:** TBD

**Funding Source:** TBD

**Implementing Agencies:** Office of the Governor

**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## **Action Plan 2003 Recommendation:**

Reauthorize the Incumbent Worker Training Program in order to continue to provide training that meets the needs of business, while making the program more accessible to small business, more connected to Louisiana Economic Development and its cluster strategy, and more useful as an incentive to new businesses.

**Vision 2020 Goal:** Two -- The Culture of Innovation

## **Vision 2020 Objectives:**

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

## **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
1.10.3: Residents completing training annually through: Incumbent Worker Training Program Workforce Investment Act	(1999-2000)  929 NA	(2001-02)  10,259 2,093	To be set	To be set
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

## **Strategies**

**Legislative Strategy:** Urge legislators to vote to reauthorize the Incumbent Worker Training Program with changes to make the program more accessible to small businesses and to streamline the application process.

## **Benefits:**

- Maintains a highly trained workforce resulting in more competitive Louisiana businesses
- Aids in business retention
- Improves the capabilities and effectiveness of small business

**Cost:** No additional funds needed.



**Implementing Agencies:** Office of the Governor

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.6	2.6.2: Number of firms in Louisiana's targeted clusters
2	2.1	2.2.2: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)

Note: See <http://vision2020.louisiana.gov> for further details on benchmarks.

### **Action Plan 2003 Recommendation:**

Link state agencies and private sector industry associations to identify, develop, and promote information technology initiatives that more effectively provide small companies access to state workforce training funds.

**Vision 2020 Goal:** Two -- The Culture of Innovation

### **Vision 2020 Objectives:**

- 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs
- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

### **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
1.10.3: Residents completing training annually through: Incumbent Worker Training Program Workforce Investment Act	(1999-2000)  929 NA	(2001-02)  10,259 2,093	To be set	To be set
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set

### **Strategies**

**Program Strategy 1:** Initiate ways to improve small business access to state workforce training funds

#### **Action Plan:**

- 1. Convene a meeting with appropriate state agencies and private sector industry associations
- 2. Create an ad hoc committee to develop a list of solutions, determine the most workable solution(s), and plan for implementation.

### **Benefits:**

- Additional training for small businesses strengthens those companies
- Maintains a highly trained workforce resulting in more competitive Louisiana businesses
- Aids in business retention
- Improves the capabilities and effectiveness of small business

**Cost:** No additional funds needed at this time

**Implementing Agencies:** Department of Labor & Louisiana Economic Development

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.1	2.3.3: Technology-intensive employment and establishments as a percent of the total
2	2.1	2.2.2: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## **Action Plan 2003 Recommendation:**

Analyze the state's entrepreneurship outreach programs for effectiveness and support efforts to increase entrepreneurial activity statewide, particularly those that can be implemented at the community/regional level.

**Vision 2020 Goal:** Two -- The Culture of Innovation

## **Vision 2020 Objectives:**

- 2.1: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices
- 2.5: To aggressively encourage and support entrepreneurial activity

## **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
2.1.1: Number of firms in Louisiana's targeted clusters	(2001) 34,922	(2002) 34,113	To be set	To be set
2.5.2: New business starts	(1998) 16,216	(2002) 22,064	To be set	To be set
2.5.3: Business churning rate	(1998) 21.9%	(2001) 24.1%	24.5%	30%

## **Strategies**

**Program Strategy 1:** To increase capacity and capabilities of the Small Business Development Centers (SBDCs)

### **Action Plan:**

1. Establish mechanisms for professional development programs to enhance the skills and certifications of SBDC staff
2. Explore the structure needed so the SBDC network can better leverage additional funding from public and private sources, including foundations
3. Investigate how to utilize Workforce Investment Act funds for SBDCs, as done in several other states.

**Program Strategy 2:** Investigate best practices for use of Workforce Investment Act funds to develop and implement entrepreneurial education programs

**Action Plan:**

1. Identify states that have used WIA funds for entrepreneurship education
2. Determine programs that have been developed or used, how the states were able to use these funds, and how successful they've been
3. Determine legislation (if any) needed to use WIA funds for entrepreneurship education

**Program Strategy 3:** Identify best practices in how to integrate entrepreneurial training throughout education

**Action Plan:**

1. Convene a meeting with key education and economic development leaders (LED, DOE, LCTCS, Board of Regents, and other interested parties) to gather input
2. Contact nationally recognized groups with expertise and experience in embedding entrepreneurial education into K-12 curriculum
3. Contact nationally recognized groups with expertise and experience in embedding entrepreneurial education into community and technical college curriculum
4. Form groups of key stakeholders to review the information and develop recommendations

**Benefits:**

- Increases the number of startups
- Strengths business startups
- Creates a more risk tolerant, entrepreneurial pool of business owners

**Cost:** TBD

**Funding Source:** All means of financing

**Implementing Agencies:** Louisiana Economic Development

**Impacts:** Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.1	2.2.2: Business vitality rank (among the 50 states)
2	2.5	2.5.1: Business incubators per 10,000 business establishments
2	2.5	2.5.4: Number of women- and minority-owned businesses
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.4: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks

**Action Plan 2003 Recommendation:**

Encourage job retention, job growth, and economic development by providing a Louisiana tax system, civil justice system, regulatory climate, qualified labor pool, access to business development capital, and management assistance thought the clusters that is broad-based, fair and equitable for current business retention and growth of innovative companies.

**Vision 2020 Goal:** Two -- The Culture of Innovation**Vision 2020 Objectives:**

2.9: To retain, modernize, and grow Louisiana's existing industries and grow emerging technology-based businesses through cluster-based development practices

**Benchmark(s):**

Benchmark	Baseline Data	Current Data	2003	2018
2.9.1: Corporate tax burden as a percentage of the southern average	1994	1994		
Manufacturers	126%	126%	115%	100%
Non-manufacturers	106%	106%	104%	100%

**Strategies:**

**Legislative Strategy 1:** Maintain and streamline current business tax incentive programs.

**Action Plan:**

1. Modernize and streamline procedures
2. Conduct annual review to ensure competitiveness

**Legislative Strategy 2:** Encourage capital investments by new and existing businesses through the following tax code changes:

- (a) Phase out corporate franchise tax on long-term debt.
- (b) Reduce sales tax on energy sources.
- (c) Reduce sales tax on machinery, equipment, and computer software.

**Program Strategy 1:** Continue active participation on the national level in the development of an interstate sales and use tax agreement.

**Action Plan:**

1. Actively participate in meetings of the Streamlined Sales Tax Project by employees of the Louisiana Department of Revenue and the four Louisiana delegates.
2. Meet with local sales and use tax administrators and local officials to convince them of the desirability of SSTP implementation by the State of Louisiana. Educate the public about the SSTP and use tax responsibility.

**Benefits:**

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

**Cost:** Revenue-neutral

**Funding Source:** State budget

**Implementing Agency(s):** Louisiana Legislature; Department of Revenue & Taxation; Department of Economic Development

**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
2	2.9	2.9.2: State bond rating
2	2.9	2.9.3: Tax supported debt
2	2.6	2.6.3: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## **Action Plan 2003 Recommendation:**

Encourage and support new, innovative community-based models that assist in effectively integrating the delivery of public and private social and health care services in our most at-risk communities.

**Vision 2020 Goals:** One – A Learning Enterprise  
Two -- The Culture of Innovation  
Three – A Top Ten State

## **Vision 2020 Objectives:**

- 3.2: To provide opportunities and support to overcome Louisiana's poverty crisis
- 3.1: To increase personal income and assets of all citizens
- 3.3: To ensure quality healthcare for every Louisiana citizen
- 3.4: To improve the quality of life of Louisiana's children

## **Benchmark(s):**

<b>Benchmark</b>	<b>Baseline Data</b>	<b>Current Data</b>	<b>2003</b>	<b>2023</b>
3.2.1: Poverty rate for Louisiana	(1993) 23.9%	(2001) 16.2%	16%	11%
3.4.3: Percentage of children in:	(1995)	(2000)		
Poverty	35%	26.6%	25.1%	15.1%
Extreme poverty	18%	13.5%	13.4%	8.1%

## **Strategies:**

### **Program**

**Strategy 1:** Identify in-state and out-of-state best practices that effectively engage community organizations to team with government to address systemic social, educational, and health care needs in the most at-risk neighborhoods

### **Action Plan:**

- The Department of Social Services should consult with the Southern Growth Policies Board to identify best practices in the South as well as within the state
- Report to the Council the findings and recommendations



**Benefits:**

- Improvement in economic indicators
- Decrease poverty in the state
- More effective utilization of existing state social services
- More effective pathways to exit poverty

**Cost:** TBD**Funding Source:** TBD**Implementing Agency(s):** Department of Social Services**Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region
3	3.1	3.1.5: Homeownership rate
3	3.1	3.1.2: Economic performance rank
3	3.3	3.3.1: Percentage of persons without health insurance
3	3.3	3.3.4: Number of citizens in poverty per community healthcare center
3	3.4	3.4.1: Percentage of children without health insurance
3	3.4	3.4.2: Infant mortality rate

**Note:** See <http://vision2020.louisiana.gov> for further details on benchmarks.

## **Appendix B**

### ***Action Plan 2002 Status Reports***

**Action Plan 2002 Recommendation:**

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

**Vision 2020 Objectives:**

- 2.6: To increase the formation, growth, and survival rates of technology-based companies
- 1.1: To involve every citizen in the process of lifelong learning
- 3.1: To increase personal income and the number and quality of jobs in each region of the state

**Strategy 1:** Infuse the concept that economic development is a responsibility of every state agency and postsecondary academic board and institution.

Action Plan	Status Report
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<ol style="list-style-type: none"> <li>1. Ask every state agency to include economic development as part of its mission statement by January 2003</li> <li>2. Ask every postsecondary education board to include economic development as a part of its mission statement by January 2003</li> <li>3. Ask every postsecondary education institution to include economic development as a part of its mission statement by January 2003</li> </ol>	<p><b><u>Louisiana Economic Development</u></b></p> <p>Economic development is the basis for LED's mission: "The mission of Department of Economic Development is to provide excellence in leadership, policy and programs to create a business climate enabling public-private linkages which result in capital investment, a diversified economic base, and quality job opportunities for all Louisiana citizens."</p> <p><b><u>Department of Education</u></b></p> <p>The Mission of the Louisiana Department of Education is to provide leadership that identifies the educational needs of its constituents and provide the services that meet these needs. Human capital development is clearly implicit in this mission and affirms the fundamental relationship between high quality education for its citizens and the economic development of the State of Louisiana.</p> <p>Under the leadership of the State Superintendent of Education, the Louisiana Department of Education has <b>one primary goal:</b></p> <p><b>IMPROVE THE ACHIEVEMENT OF ALL STUDENTS BY IMPROVING TEACHING AND LEARNING IN LOUISIANA SCHOOLS.</b></p> <p>The Superintendent has established seven operational priority areas for the Department's one primary goal. These priority areas are: Start Early, Focus on Reading, Keep Students in School, Achievement, Technology, Financial Support, and Competent Teachers.</p> <p>Every manager and employee of the Department has been challenged to evaluate how his/her daily activities support the seven priority areas and to adjust, within allowable parameters, his/her daily activities to contribute to the accomplishment of the Department's primary goal by focusing on the Key Seven Priorities.</p> <p>The aforementioned Mission and Priority areas are central references for both the Department's strategic and operational plans, which are presented to the Louisiana Legislature for review, approval, and appropriate funding authorization.</p> <p><b><u>Department of Revenue</u></b></p> <p>Economic development is incorporated into the Louisiana Department of Revenue's vision, mission, and philosophy/values. The vision focuses on customer service, which fosters and encourages economic development. See Appendix D.</p> <p><b><u>Department of Transportation &amp; Development</u></b></p> <p>Economic development has been included in DOTD's mission statement for several years.</p> <p><b><u>Board of Regents</u></b></p> <p>Clearly identified in the Master Plan for Public Postsecondary Education, the Board of Regents recognizes that attainment of statewide goals will require effort by every member of the postsecondary education community---economic and educational systems are mutually dependent, both must be linked to produce a well-educated, competitive workforce that can compete globally in this new century. The Board will continue to promote Economic Development to each system and every postsecondary education institution.</p>
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<b>Strategy 2: Charge every state agency and postsecondary academic board and institution with defining their role within economic development.</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Require every state agency and postsecondary board and institution to define in writing their role within economic development by November 2002.</li> <li>2. Require every state agency and postsecondary board and institution to identify the elements of economic development they will address by November 2002.</li> <li>3. Require every state agency and postsecondary board and institution to identify interagency/inter-institution collaborative projects to further economic development efforts by November 2002</li> </ol>	<p><b><u>Louisiana Economic Development</u></b></p> <p>All activities are focused on economic development.</p> <p><b><u>Department of Education</u></b></p> <p>The Louisiana Department of Education, Strategic Plan, FY 2001-2002 through FY 2006-2007, is cross-referenced to stateside planning initiatives including <i>Louisiana: Vision 2020</i>, Louisiana Workforce Commission, and the Children's Cabinet.</p> <p>The <i>Vision 2020</i> program Goal ONE is a learning enterprise in which all Louisiana businesses, institutions and citizens will be actively engaged in the pursuit of knowledge, and in which that knowledge will be deployed to improve the competitiveness of businesses, the efficiency of government institutions, and the quality of life of citizens. (Reference: Louisiana Department of Education, Strategic Plan, FY 2001-2002 through FY 2006-2007, pages 61-63.)</p> <p><b><u>Department of Revenue</u></b></p> <p>Action Plans have been completed by the Department of Revenue. See Appendix D.</p> <p><b><u>Department of Transportation &amp; Development</u></b></p> <p>DOTD's mission statement, transportation and water resource programs, and long-range transportation plan all recognize economic growth as a principal goal of the agency.</p> <p>DOTD's principal focus is on constructing, maintaining, and operating transportation and water resources infrastructure necessary to support the state's economy and provide for economic growth.</p> <p>DOTD currently works closely with the Department of Economic Development, Department of Culture, Recreation, and Tourism, Department of Public Safety and Corrections, Department of Environmental Quality, department of Natural Resources, etc. in the development of short- and long-range infrastructure plans, the selection of highway projects, analyses of air quality, etc.</p> <p><b><u>Board of Regents</u></b></p> <p>In 2001, the Board of Regents adopted a new Master Plan for Public Postsecondary education, reinforcing Louisiana: Vision 2020's statement that education at every level, in every region, the state must become a highly coordinated and efficient learning enterprise.</p> <p>The Regents has worked closely with BESE, and the Blue Ribbon Commission on Teacher Quality which was created by the Governor, to address teacher quality and work to increase the number qualified teachers. The Board of Regents has worked with Universities and the Department of Economic Development to help strengthen the technology clusters identified in Vision 2020. The Board of Regents has also been working with the Louisiana Workforce Commission, Dept. of Corrections, Dept of Education, Dept of Labor, Dept of Social Services, Dept of State Civil</p>

	Service, LCTCS, and the Workforce Commission-Office of the Governor-- -establishing a Interagency Collaborative widened its circle of partnerships to include input from Community and Faith Based Organizations, Business and Industry Partners and LA. Econ Development. The Collaborative was created to discuss ways to more efficiently and effectively address common needs of the state which impact and affect the respective agencies. This group formulated a goal to “create a coordinated system of assessment which addresses both academic and workplace readiness and minimizes duplication Louisiana Interagency Collaborative partners, who have worked together to coordinate the WorkReady! Program.
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**Implementing Agencies:** All agencies and public postsecondary education boards and institutions

### **Action Plan 2002 Recommendation:**

Provide Additional Support for LSU Agricultural Center Forest Products Laboratory and the Value-Added Wood Products Industry Development.

**Vision 2020 Goal:** Two -- The Culture of Innovation

#### **Vision 2020 Objectives:**

- 2.2: To maintain and increase emphasis on the renewable natural resources of agriculture, forestry and fisheries through agribusiness
- 2.11: To increase university and private sector research and development particularly in the targeted technology areas
- 3.1: To increase personal income and the number and quality of jobs in each region of the state

<b>Program Strategy 1:</b> Review the 1991 House Concurrent Resolution concerning the Forestry Products Laboratory at the LSU Agricultural Center and the 1992 budget appropriation for the Laboratory at the LSU Agricultural Center, School of Forestry, and that portion of these funds transferred to Louisiana Tech.	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Review the initial appropriation made in 1992.</li> <li>2. Determine the impact of the budget reduction later that same year, thereby reducing the funds for the laboratory</li> <li>3. Determine the current level of funding, both appropriated and grant funds</li> <li>4. Compare this funding with similar forestry product laboratories at Mississippi State University and North Carolina State University</li> </ol>	<p>1 &amp; 2. The initial appropriation and impact of the budget reduction were reviewed.</p> <p>3 &amp; 4. Funding for the Forest Products Development Center in 2002 totaled \$667,533 compared with \$2.0 million for a similar forestry product laboratory at Mississippi State University.</p>
<b>Program Strategy 2.</b> Consult with the LSU Agricultural Center and its governing and management boards (LSU Board of Supervisors and the Louisiana Board of Regents)	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Determine the FY 2002 budget for the Forestry Products laboratory</li> <li>2. Prepare adjusted budget, stating how the \$1.1 million in recurring funds would be utilized, including a transfer of 15 percent to Louisiana Tech for cooperative work.</li> </ol>	<ol style="list-style-type: none"> <li>1. The FY 2002 budget for the Louisiana Forest Products Development Center was \$667,533.</li> <li>2. An adjusted budget showing how the \$1.1 million in recurring funds would be utilized, including a transfer of 15 percent to Louisiana Tech for cooperative work was prepared.</li> </ol>
<b>Program Strategy 3:</b> Submit the \$1.1 million amendment to the House Appropriations Committee and the Senate Finance Committee as a recommendation of Vision 2020	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>a. Ask that this be included as an Administration amendment</li> </ol>	No action taken.

**Implementing Agency:** LSU AgCenter

## Action Plan 2002 Recommendation:

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

**Vision 2020 Goal(s):** Two – The Culture of Innovation

### Vision 2020 Objective(s):

- 1.8: To improve the efficiency and accountability of governmental agencies
- 2.1: To build upon the successes of Louisiana's existing economic strengths

<b>Program Strategy 1:</b> Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives, particularly focusing on international market opportunities by June 30, 2002	
<b>Action Plan</b>	<b>Status Report</b>
<ul style="list-style-type: none"> <li>1. Coordinate with State agencies to develop an inventory of international initiatives</li> <li>2. Evaluate effectiveness of international endeavors</li> <li>3. Work with Louisiana Database Commission to establish a methodology of disseminating information on joint initiatives</li> </ul>	<p>None of these action items have been accomplished; however, LED and CRT are now located in the same office building. This proximity has led to increased communication at the staff level leading to more collaboration.</p>
<b>Program Strategy 2:</b> Employ the Internet to link State economic development and tourism websites to capitalize on the popularity of Louisiana's tourism and convention business to attract and retain industry, retirees, and employees to the State	
<b>Action Plan</b>	<b>Status Report</b>
<ul style="list-style-type: none"> <li>1. Meet with State technology groups to discuss a standard format for presenting economic development and tourism websites to government, business, and the general public</li> <li>2. Coordinate website development efforts between departments to reduce duplication of efforts</li> <li>3. Develop a means to evaluate the experience of web visitors, with the goal of increasing repeat visitors</li> </ul>	<p>Websites have not been coordinated; however, the LED website now has a link to <a href="http://Louisianatravel.com">Louisianatravel.com</a></p>

**Implementing Agencies:** Office of Culture, Recreation, & Tourism, in cooperation with Louisiana Economic Development



## Action Plan 2002 Recommendation:

Focus State efforts on the development and growth of the targeted technology seed clusters in order to diversify the State's economy.

**Vision 2020 Goal:** Two – The Culture of Innovation

### Vision 2020 Objectives:

2.6: To increase the formation, growth, and survival rates of technology-driven companies

2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Program Strategy 1: Identify components of the clusters and begin the process of building relationships within the clusters	
Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. Continue cluster training for cluster and service professionals</li> <li>2. Continue strategic planning for each cluster</li> <li>3. Identify components of the cluster</li> <li>4. Identify regulatory, process, and legislative impediments to efficient operation of seed cluster companies and develop options to solve</li> <li>5. Begin to get groups of cluster components together and develop buy-in on the purpose of the cluster and the vision and mission.</li> <li>6. Facilitate collaborative activities among the cluster components</li> <li>7. Utilize the services of DED service professionals to look for grant opportunities, gather information, and solve technology transfer problems</li> <li>8. Study the programs &amp; incentives needs of each cluster and make sure that Louisiana is competitive in attracting these clusters beginning in 2002-03</li> </ol>	<ol style="list-style-type: none"> <li>1. Cluster training is continuing with a focus on increasing knowledge of the appropriate industry by attending conferences, trade shows, &amp; industry association meetings.</li> <li>2. Through attending regional industry association meetings and holding meetings with cluster companies, strategic planning continues to evolve.</li> <li>3. Obvious components of the clusters have been identified. Process remains ongoing.</li> <li>4. Work to identify impediments to efficient operation is ongoing.</li> <li>5. Cluster directors have been getting groups of cluster companies together for various purposes. Most have clearly articulated vision and mission. Others are requiring more time.</li> <li>6. Cluster directors organize and facilitate collaboration among cluster components, generally on a regional basis.</li> <li>7. Cluster directors regularly utilize the services of the service directors.</li> <li>8. The programs and incentives needs of cluster companies are analyzed on an ongoing basis by each of the cluster directors. Programs and incentives have been/are being developed, and when necessary, legislation has been proposed (and in some cases passed) to legally create needed incentives.</li> </ol>

**Implementing Agency:** Louisiana Economic Development

### Action Plan 2002 Recommendation:

Refine and coordinate existing strategic plans for universities, community and technical colleges, and secondary schools to focus on education, training and/or qualification for employment in the knowledge-based economy.

**Vision 2020 Goals:** One - The Learning Enterprise  
Two - The Culture of Innovation

### Vision 2020 Objectives:

- 1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy
- 2.14: To produce more flexible, adaptable, and innovative technicians for industry

### Strategies for Postsecondary Education

Program Strategy 1: Determine the most effective and efficient use of existing resources	
Action Plan	Status Report
<ul style="list-style-type: none"> <li>1. Continue implementation and promotion of the Master Plan for Postsecondary Education</li> <li>2. Continue coordination with the Workforce Commission and the state-wide, industry-based certification and credentialing workgroup on developing an inventory of nationally recognized, industry-specific certifications that are particularly important to the current and long term economic growth of our State</li> </ul>	<ul style="list-style-type: none"> <li>1. The State Board of Elementary and Secondary Education (BESE) meets regularly with the Board of Regents on areas of common interest. Discussions between the Boards include common areas of interest such as teacher quality and is expanding into other areas.</li> <li>2. Both the Department's Strategic and Operational Plans are cross-referenced to statewide planning initiatives including those of the Louisiana Workforce Commission. Staff continues to identify useful industry-based certifications appropriate for the current and long-term economic growth of Louisiana.</li> </ul> <p>Fall 2002 regional in-service training was conducted to provide assistance, updates and resources to approximately 800 career and Technical Education and Options Practitioners. Conducted the <i>Super Summer Institute</i> for approximately 450 teachers focusing on industry-based certification and reading and math strategies for at-risk students. Expanded the Jobs for Louisiana's Graduates programs, both in school and out-of-school, to 43 sites in 15 school districts. Onsite reviews were conducted and technical assistance and professional development opportunities were provided.</p>

## Strategies for Secondary Schools

Program Strategy 1: Implement the coordinated plan for the secondary schools adopted in January 2001	
Action Plan	Status Report
<p>1. Continue to work collaboratively with the Community &amp; Technical College Board to continue the work initiated in 2000</p> <p>2. The Career and Technical Education unit will focus on implementing the Career academies and industry-based certification throughout the State. (This is currently being addressed by the Secondary School Redesign Commission, High School Accountability and the Career Options Law.)</p>	<p>1. The LDoE continues to collaborate with LCTCS and Workforce Development to implement several State initiatives and U.S. Department of Education projects. Regular meetings are held to continue progress in the initiatives and projects. Staff development to train LEAs regarding the initiatives and projects is conducted collaboratively. As a result, were 1,150 Option's students and 2,790 Career and Technical students utilizing dual enrollment between secondary schools and the LCTCS system.</p> <p>2. All 68 school systems offer at least one career major; one system (Bossier) offers 28 career majors. The average number of career majors per system is five. There are 119,523 students enrolled in career majors programs. Of those, 9,875 students were enrolled in industry-based certification programs. One system, Lafourche, offers an apprenticeship program with 31 students in its welding program. Of 185,174 student enrolled in high school, 71% were enrolled in at least one career major program.</p>

<b>Program Strategy 2: Implement available job certification programs in the secondary schools</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Continue to work collaboratively with the Workforce Commission, Board of Regents, and LCTCS to adopt curriculum that is industry recognized and provides a framework for articulated credit from secondary to postsecondary institutions.</li> <li>2. Continue to work on efforts to further implement IT programs in secondary schools throughout the State.</li> <li>3. Continue to work collaboratively with other state agencies and business and industry partners to provide intensive training that will enable secondary teachers to implement job certification programs in the secondary schools.</li> </ol>	<ol style="list-style-type: none"> <li>1. The LDoE continues to work with other agencies and the private sectors to identify industry-recognized curriculum and to facilitate the award of appropriate credit between secondary schools and post-secondary institutions.</li> <li>2. The Governor's Office of Workforce Development received an Information Technology grant and is working collaboratively to further implement information technology programs in secondary schools throughout Louisiana. The Career and Technical Section of the Louisiana Department of Education held two separate week-long workshops in which Louisiana secondary teachers were trained in several industry based certification areas. There were twenty-eight teachers in A+ Certification; twenty-two teachers in CIW Web; seventy-three teachers in MOUS training classes; and thirty teachers participated in "take the test only" training for MOUS.</li> <li>3. The LDoE continues to work collaboratively with other state agencies and business and industry to provide training for secondary teachers which enable the teachers to implement job certification programs in secondary schools. Many of these partners are acknowledged through the Distinguished Partners in Education. Many of the partners provide job shadowing, mentoring, and other opportunities to secondary and other teachers.</li> </ol>

**Implementing Agencies:** Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and the Louisiana Workforce Commission

### Action Plan 2002 Recommendation:

Continue to focus spending on achieving academic excellence, including increasing K-12 teacher salaries and promoting practitioner programs and alternative certification programs to maintain quality certified teachers and to make education a career of choice for Louisianians, so as to improve the educational performance of Louisiana students.

**Vision 2020 Goal:** One - The Learning Enterprise

### Vision 2020 Objectives:

- 1.2: To raise levels of language and computational competencies by high school graduation
- 1.3: To increase the amount of funding available to adequately support Louisiana's educational system

<b>Budgetary Strategy 1:</b> Implement a continuous plan to increase the percentage of 3 <sup>rd</sup> graders each year reading at the 3 <sup>rd</sup> grade level or above, as measured by the fall Development Reading Assessment (DRA)	
Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. Track the reading performance of a selected sample of children participating in this program through middle school to determine long range program benefit, as it relates to academic performance</li> <li>2. Redirect state and federal funding to schools in greatest need and continue to improve reading scores of students scoring below grade level, targeting improvement in reading and math scores.</li> <li>3. Continue to work with schools and districts to increase reliability and validity of data gathered through the DRA.</li> <li>4. Continue to provide professional development opportunities to teachers and administrators on research-based reading and language arts programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Louisiana participates in the National Assessment of Educational Progress (NAEP), a high-quality nationally validated test of student reading achievement. NAEP scores for Louisiana released in 2003 indicate growth in reading achievement at both the 4<sup>th</sup> and 8<sup>th</sup> grade levels. At both the 4<sup>th</sup> and 8<sup>th</sup> grade level, NAEP results demonstrate reading improvement growth rate superior to the national average. These results provide data that the K-3 reading initiative and the DRA are evidently having a positive impact on student reading achievement.</li> <li>2. BESE policy requires the alignment of all state general, federal, and 8(g) funding toward improved student academic achievement, especially in reading and mathematics. All programs and initiatives are scrutinized for focus on low performing schools and alignment of resources on basic academic areas.</li> <li>3. Evaluation of the DRA and the associated results conducted annually. Online DRA and Louisiana Literacy Profile (LLP) project is on-going. Program is being moved to SDE assessment division to more effectively align DRA and LLP with other assessment functions and to assess sustained impact over time.</li> <li>4. All reading and language arts programs funded programs under No Child Left Behind (NCLB) legislation must have research-based evidence of their effectiveness. As a condition of funding, local systems must utilize program which have research-based evidence of their effectiveness.</li> </ol>

<b>Budgetary Strategy 2:</b> Implement 3-year schedule to reach 2003 target for national rank in average K-12 teacher salaries	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Propose and adopt the FY2000-2001 new MFP formula that will move Louisiana's teachers to the weighted SREB salary average</li> <li>2. Implement a revised and reasonable State teacher salary schedule</li> <li>3. Convene a study commission to determine additional or alternative ways funds/benefits can be used to increase K-12 teacher salaries towards the national rank target.</li> </ol>	<ol style="list-style-type: none"> <li>1. In FY 2002-03, the Minimum Foundation Program provides that 50% of increase state funds be directed to certificated staff pay increases. This is estimated to provide an over \$500 pay increase on average. Additionally, many local school systems continue their local efforts to improve teacher pay.  The average Louisiana teacher salary in fiscal year 2001-02 was \$36,328. This average represents an 8% increase over FY 2000-01 and a 25.1% increase since 1996-97. The 25.1% increase represents the second highest increase in SREB states. (North Carolina is the highest with a 34.7% increase.) Louisiana's average teacher salary is approximately 91% of the SREB average of \$39,711.</li> <li>2. The School Finance Review Commission reviewed and considered the concept of a revised State teacher salary schedule, but did not offer such a recommendation in its annual report issued in June 2003.</li> <li>3. The School Finance Review conducted meetings during 2002 and 2003 concerning the various education funding issues, especially K-12 teacher salaries. However, in its June 2003 report, the Commission did not provide any recommendations in this particular regard. For the 2003-2004 fiscal year, BESE presented and the Legislature did continue to include in the MFP a requirement that 50% of all new funds must be provided for teacher pay raises.</li> </ol>

<b>Program Strategy 1:</b> Implement priority planning to insure instruction targets the core courses in reading, math, science, and social studies in order that schools and districts may reach the state's 10- and 20-year school performance goals.	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Focus on reading results in grades K-3 until performance is acceptable, then focus on additional priority subject areas and grade levels.</li> <li>2. Continue to work with local schools and districts in implementing a school improvement process that directs planning toward improving student learning.</li> <li>3. Develop and implement comprehensive monitoring instrument that focuses on compliance and performance of schools to analyze the effective use of current and new resources</li> <li>4. Continue to offer professional development opportunities for teachers and administrators in core subject matter, teaching strategies, and assessment techniques.</li> </ol>	<ol style="list-style-type: none"> <li>1. During the four years of the Directed Reading Assessment, over 160,000 children left third grade reading on and above level. The percentage of children reading on and above grade level has increased each year.</li> <li>2. Provided technical assistance and training on School Analysis Model data to LEAs for schools in corrective actions and those competing for the Comprehensive School Reform Demonstration (CSRD) program.</li> <li>3. A web-based Implementation Status Report for School Improvement Plans was developed for districts to report on the progress of corrective action schools each quarter. Districts submitted an Implementation Status Report in February and May 2002.</li> <li>4. District Assistance Team (DAT) data base updates were received in June 2002. The database is used to verify certification of DAT teams working with Corrective Actions schools. There are currently 1,876 people who are fully DAT trained.</li> </ol>
<b>Program Strategy 2:</b> Develop a plan for merit pay raises based on superior performance on appropriate student test scores or other appropriate measures by January 2005	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Provide information as requested to those involved in developing a plan for merit pay raises</li> </ol>	<ol style="list-style-type: none"> <li>1. Staff in the Department of Education continue to monitor the development of merit pay, value added, and other enhanced compensation systems. A major, national private foundation has been active in providing information to the Department about this concept.</li> </ol>

**Implementing Agency:** Louisiana Department of Education

***Action Plan 2002 Recommendation:***

Maintain and strengthen the K-12 school and student accountability program to improve the educational performance of Louisiana students. Develop and strengthen accountability programs to improve the educational performance of Louisiana's pre-kindergarten and postsecondary students.

**Vision 2020 Goal:** One - The Learning Enterprise

**Vision 2020 Objectives:**

- 1.2: To raise levels of language and computational competencies by high school graduation
- 1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy



**Legislative Strategy 1:** Louisiana Economic Development Council addresses the Louisiana Legislature in support of the accountability program and participates in a grass roots campaign to build public support for accountability.

**Program Strategy 1:** Continue a statewide effort to inform Louisiana citizens of the expectations and benefits of the accountability program

Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. Public Information. Continue to prepare and disseminate public information on education reforms, programs and accomplishments through press releases, press conferences, editorial board meetings, radio and television public service announcements, brochures, booklets, newsletters, videos, speeches and presentations.</li> <li>2. Prepare and present presentations on school accountability and the state assessment system to representatives of education organizations statewide</li> <li>3. Forums and Conferences: Prepare accountability/assessment overviews and present at state level conferences focused on schools, businesses, and communities</li> <li>4. Options Program information: Prepare a video for students about the new Options program, which was designed to help students move from school-to-work. Continue to disseminate information, including a specially-designed video and pamphlet on the Options program to the business community.</li> <li>5. On-line and toll-free information and customer service. Continue to update and expand information available through the Department's website (<a href="http://www.louisianaschools.net">www.louisianaschools.net</a>) and toll-free Helpline (877-453-2721)</li> <li>6. Provide electronic access to the public of school and district-level data which form the basis of school and district performance scores.</li> </ol>	<ol style="list-style-type: none"> <li>1. Through May 2003, 21 press releases were issued, 5 press conferences were conducted, 101 speeches, and 57 presentations were conducted concerning education improvement efforts in Louisiana. In addition, the State Superintendent and BESE members met with various editorial boards concerning such topics as accountability, early childhood education, and quality educators. The LDoE distributed 274,000 booklets and 65,000 newsletters.</li> <li>2. The State Superintendent and/or LDoE staff did presentations to major education organizations such as the Louisiana School Board Association, the Louisiana Association of Educators, the Louisiana Federation of Teachers, and other major education-related organizations.</li> <li>3. The State Superintendent and BESE members participated in numerous community forums, conferences, workshops, and other meetings on the topic of Student, School, and District Accountability.</li> <li>4. Department of Education produced two video programs explaining and promoting the Options program. One video is intended for the business community; the other to educators, parents and students. The video for the business community was distributed in the Fall of 2002. The other video was completed and distributed in September 2002. Eight regional breakfast meetings were conducted to introduce new Options programs to the business community in Fall of 2001.</li> <li>5. Over 130,000 calls were received by the Call Center at the LDoE. Many of these calls were inquiries for information about student, school, and district accountability and quality educators. The LDoE website had approximately 370,000 inquiries last year.</li> <li>6. The LDoE website provides all current data related to student, school, and district accountability. This includes School Performance Scores (SPS) and District Accountability Scores (DAS). The website is in the process of being redesigned to be even more accommodating to public and professional inquiries.</li> </ol>

**Implementing Agency (Office):** Louisiana Economic Development Council

### Action Plan 2002 Recommendation:

Increase funding for pre-kindergarten education focusing on at-risk children in order to raise levels of language & computational competencies by high school graduation

**Vision 2020 Goal:** One - The Learning Enterprise

### Vision 2020 Objective:

1.2: To raise levels of language & computational competencies by high school graduation

<b>Budgetary Strategy 1:</b> Continue to implement high quality pre-school programs targeting high-risk four-year old children throughout the state.	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Continue to seek state, federal, and interagency funds in order to provide a 100% universally acceptable four-year old preschool education program within all parishes.</li> <li>2. Continue to provide professional development opportunities for teachers, administrators, and other caregivers on creating developmentally appropriate environments for preschool youngsters.</li> </ol>	<ol style="list-style-type: none"> <li>1. The LDoE continues to seek funding from state and federal funding sources to support early childhood education programs. Early childhood programs include the 8(g) Early Childhood Program, Starting Points Pre-School Program, Early Childhood Development Program/LA4, Title I Pre-School, Even Start, and Head Start. LA 4 has experience tremendous growth since its pilot year. LA4 was initially implemented during the second semester of the 2001-2002 school year in 11 parishes; it served approximately 2,000 students. The program serves more than 5,000 children in 19 parishes in 2002-2003, and is projected to expand to 22 participating parishes serving 6,300 children in the 2003-2004 school year. However, as of the 2002-2003 school year, approximately 38% of "At Risk" four year olds remain underserved.</li> <li>2. Numerous strategies are used for professional development. For LA 4, all teacher must have appropriate certification. All LA 4 teachers must be provided with 18 hours of quality in-service education pertinent to Pre-K or kindergarten. A major LDoE-sponsored pre-K conference is held annually. In 2003, a major early childhood education summit was conducted.</li> </ol>

<b>Budgetary Strategy 2: Implement 3-year schedule to reach 2003 target for national rank in average K-12 teacher salaries</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Propose and adopt the FY2000-2001 new MFP formula that will move Louisiana's teachers to the weighted SREB salary average</li> <li>2. Implement a revised and reasonable State teacher salary schedule</li> <li>3. Convene a study commission to determine additional or alternative ways funds/benefits can be used to increase K-12 teacher salaries towards the national rank target</li> </ol>	<ol style="list-style-type: none"> <li>1. In FY 2002-03 and 2003-2004, the Minimum Foundation Program provides that 50% of increase state funds be directed to certificated staff pay increases. Additionally, many local school systems continue their local efforts to improve teacher pay. The average Louisiana teacher salary in fiscal year 2001-02 was \$36,328. This average represents an 8% increase over FY 2000-01 and a 25.1% increase since 1996-97. The 25.1% increase represents the second highest increase in SREB states. (North Carolina is the highest with a 34.7% increase.) Louisiana's average teacher salary is approximately 91% of the SREB average of \$39,711.</li> <li>2. The School Finance Review Commission reviewed the concept and the associated costs for implementing a revised State teacher salary schedule. The report of the School Finance Review Commission issued in June 2003 did not include a recommendation to implement a revised State teacher salary schedule.</li> <li>3. The School Finance Review Commission heard expert analysis in a variety of areas. The Commission heard presentations on key components of Louisiana's school funding formula. Specifically, the presenters researched and reported to the Commission on alternatives approaches to fiscal equity. These options included: changing the local wealth measurement and examining cost of living as a wealth factor and alternative methods of calculating the number of reenrolled students. Together with data provided by experts from the Public Affairs Research Council (PAR), BESE, the Education Estimating Conference, Denver-based school finance consultants Augenblick &amp; Myers and others, this information was compiled in a report which is expected to be used in the possible restructuring of Louisiana's school finance formula.</li> </ol>

Program Strategy 1: Implement priority planning to insure instruction targets reading, math, science, & computer programs	
Action Plan	Status Report
<p>1. Focus on reading results in grades K-3 until performance is acceptable, then implement alternative priority subject programs</p> <p>2. Develop and implement a State school improvement process that directs planning toward improved student learning</p> <p>3. Develop and implement comprehensive monitoring instrument that focuses on compliance and performance of schools to analyze the effective use of current and new resources</p>	<p>1. Louisiana public schools continue to stress the importance of early reading development. The K-3 reading and mathematics initiative continues to provide positive, encouraging results. For example, the Developmental Reading Assessment (DRA) has been implemented in 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> grades. On-going evaluation continues to demonstrate improved reading results among students in grades 1-3. Also, National Assessment of Education Progress (NAEP) reading results released in June 2003 are encouraging. Louisiana's 4<sup>th</sup> and 8<sup>th</sup> grade reading results improved, the rate of growth was better than the national growth rate, and there was improved performance among racial and socio-economic subgroups.</p> <p>Although reading is exceptionally important, other subject areas such as mathematics, Language Arts, science, and social studies are also being targeted for improvement within the context of the Student, School, and District Accountability Program.</p> <p>2. As a result of state law, BESE regulations, federal funding requirements and the Student, School, and District Accountability program, all public schools in Louisiana are required to be involved in some form of school improvement effort. All existing school improvement efforts are being aligned with requirements of the No Child Left Behind (NCLB). Particular attention is being given to schools not meeting expected growth targets and NCLB adequately yearly progress requirements. These schools are placed at various levels of corrective actions or school improvement, where they are carefully monitored for progress in improving student achievement.</p> <p>3. The LDoE has designed and is implementing a comprehensive monitoring system that evaluates school and system compliance with both state and federal requirements and the efficient, effective use of funding resources. A web-based Implementation Status Report for School Improvement Plans was developed for districts to report on the progress of corrective action schools each quarter. Districts submitted an Implementation Status Report in February and May 2002.</p>

<b>Program Strategy 2:</b> Develop a plan for merit pay raises based on superior performance on appropriate student test scores or other appropriate measures by January 2005	
<b>Action Plan</b>	<b>Status Report</b>
1. Provide information as requested to those involved in developing a plan for merit pay raises	1. Staff in the Department of Education continue to monitor the development of merit pay, value added, and other innovative compensation systems. A major, national private foundation has supported LDoE efforts in this regard. The Teacher Advancement Program (TAP) will be implemented at five demonstration sites in three systems during next school session. The program is based on five principles: multiple career paths, market driven compensation, performance-based accountability, on-going applied professional growth, and expanding the supply of high quality teachers. A TAP state director has been assigned to lead the project.

**Implementing Agency:** Louisiana Department of Education

**Action Plan 2002 Recommendation:**

Energize postsecondary education funding for excellence in the classrooms and research leadership and increase postsecondary education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement

**Vision 2020 Goal:** One - The Learning Enterprise

**Vision 2020 Objective:**

1.3: To increase funding available to adequately support Louisiana's educational system

<b>Budgetary Strategy 1:</b> The Board of Regents shall continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for per pupil spending for higher education	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Continue to implement and promote Master Plan for Postsecondary Education</li> <li>2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation and promotion of The Master Plan for Public Postsecondary Education in progress. Complete Review to occur annually.</li> <li>2. The Funding Formula continues to be reviewed for possible refinements that would encourage institutions to achieve the respective role, scope and missions outlined for each in the new Master Plan.</li> <li>3. State funding has been significantly enhanced over the past three years. Although increased funding fell short in FY00-01 of the Five-year Funding Plan, funding provided by the state in FY99-00 and FY01-02 <u>exceeded</u> the targeted amounts set out in the plan. Increased state funding, along with increased self-generated revenues due to some recent limited tuition adjustments, has allowed Louisiana to make considerable progress in improving its per pupil spending rates.</li> </ol>
<b>Budgetary Strategy 2:</b> The Board of Regents shall continue implementing the Five-year Full Funding Plan to reach 2003 target for average teacher salary for higher education (percent of national)	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Implement recently revised Master Plan for Higher Education</li> <li>2. Implement Funding Formula for equitable distribution of funds to the institutions of higher education</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation and promotion of The Master Plan for Public Postsecondary Education in progress. Complete Review to occur annually.</li> <li>2. With this year's establishment of the SELF Fund dedication of gaming revenue to teacher and faculty salaries, it was possible to provide an overall faculty salary adjustment of about 7%, a significant increase in pay. With continued commitment to faculty pay and sustained efforts at providing similar amounts of increase over the next two years, average faculty pay could reach targeted levels established under the plans.</li> </ol>

**Implementing Agencies:** Board of Regents and Management Boards

## Action Plan 2002 Recommendation:

Continue to evaluate how education is funded in Louisiana.

**Vision 2020 Goal:** One - The Learning Enterprise

### Vision 2020 Objectives:

1.3: To increase the amount of funding available to adequately support Louisiana's educational system

**Budgetary Strategy 1:** Evaluate the Minimum Foundation Program formula to determine if any changes are warranted.

Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. Reconvene the School Finance Review Commission to evaluate the formula and related issues               <ol style="list-style-type: none"> <li>a. Survey the members of the School Finance Review Commission for issues which need to be addressed including but not limited to the areas of Wealth/Capacity Measurement, Required Expenditures, Accountability, and Costs of a Minimum Education.</li> <li>b. Conduct relevant studies to evaluate identified issues, present to the Commission and seek consensus on changes.</li> </ol> </li> <li>2. Continue preliminary discussions relative to linking school performance to educational expenditures.               <ol style="list-style-type: none"> <li>a. Study the spending patterns of successful and unsuccessful schools.</li> <li>b. Study the staffing patterns of successful and unsuccessful schools.</li> </ol> </li> </ol>	<p>1a&amp;b. The School Finance Review Commission met during 2002-2003 to examine issues related to school funding. The Commission presented its annual report in June 2003. The Report indicated that the Commission did review and discuss wealth/capacity measurement, required expenditures, accountability, and costs of a minimum education.</p> <p>2a&amp;b. The School Finance Review Commission reviewed a special analysis on the linkage of Louisiana student performance and fiscal data at the school site level. The study compared the spending of schools that are meeting state performance expectations to the spending of schools that are not meeting state performance expectations. The results of the study were included in the annual state report.</p>

**Implementing Agency:** Department of Education

### Action Plan 2002 Recommendation:

Develop a long-term master plan for using technology to deliver education in new ways in order to better utilize financial resources and better prepare Louisiana's students to thrive in today's knowledge economy.

**Vision 2020 Goal:** One - The Learning Enterprise

### Vision 2020 Objectives:

- 1.2: To raise levels of language & computational competencies by high school graduation
- 1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy

Program Strategy 1: Implement the 5 year Statewide Educational Technology Plan (2001)	
Action Plan	Status Report
<ol style="list-style-type: none"> <li>Continue to implement the 5 year Educational Technology Plan (<a href="http://www.doe.state.la.us/DOE/asps/home.asp?I=LCET">http://www.doe.state.la.us/DOE/asps/home.asp?I=LCET</a>)</li> <li>Continue to provide a comprehensive evaluation of the technology initiatives. (<a href="http://www.lcet.doe.state.la.us/submit/">http://www.lcet.doe.state.la.us/submit/</a>)</li> <li>Continue to explore and develop new avenues for providing education through electronic resources such as the Virtual Classroom.</li> <li>Continue to develop and expand the resources for K-12 Educators and students including but not limited to the following: <ol style="list-style-type: none"> <li>Making Connections</li> <li>Marco Polo State Partnerships</li> <li>Technology Standards</li> <li>Development of K-12 Louisiana Educational Technology Standards;</li> <li>Expansion of the Secondary Computer Education curriculum through the identification &amp; development of standards-based high school technology courses &amp; course descriptions;</li> <li>Identification and development of Standards for Distance Education.</li> </ol> </li> <li>Continue the development and support of student resources including but not limited to the following: <ol style="list-style-type: none"> <li>Computers for Louisiana's Kids (CLK)</li> <li>Online Database Resources</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>The Dept. continues to implement the State Educational Technology Plan that was adopted by BESE in 2001. During the past school year, all public school systems submitted a revised district technology plan aligned with the State Educational Technology Plan.</li> <li>All school systems and individual schools within the system submit annual school and district technology surveys and evaluation reports. Data is available online at <a href="http://www.lcet.doe.state.la.us/submit/">http://www.lcet.doe.state.la.us/submit/</a>.</li> <li>The Louisiana Virtual School (<a href="http://www.lcet.doe.state.la.us/distance/">http://www.lcet.doe.state.la.us/distance/</a>) continues to expand in terms of course offerings and student enrollments. During the 2002-03 school year, there were more than 1300 enrollments &amp; over 20 different course offerings. Projections for 2003-2004 include an enrollment of over 2000 students &amp; more than 30 course offerings.</li> <li>The Department continues to provide a growing collection of resources that support the use of instructional technology in the K-12 classroom. The Making Connections database (<a href="http://www.lcet.state.la.us/connections">http://www.lcet.state.la.us/connections</a>) has been expanded to include an online lesson plan builder and special education accommodations. The Educational Technology Standards for students, teachers, and administrators have been adopted by BESE.</li> <li>The K-12 Online Database Resources (<a href="http://www.doe.state.la.us/DOE/LCET/k12onlinedb.htm">http://www.doe.state.la.us/DOE/LCET/k12onlinedb.htm</a>) continue to be a valuable tool to students and teachers throughout the state, providing high-quality, subscription-based Internet information resources to all K-12 public and non-public schools</li> </ol>

**Implementing Agency:** Louisiana Department of Education



**Action Plan 2002 Recommendation:**

Increase the proportion of Louisiana citizens who have access to—and incentives that encourage them to seek—education, training, and retraining throughout their work lives, including basic skills and/or technical skills upgrades.

**Vision 2020 Goals:** One - The Learning Enterprise  
Two - The Culture of Innovation

**Vision 2020 Objectives:**

- 1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy
- 2.14: To produce more flexible, adaptable, and innovative technicians for industry

<b>Program Strategy 1: Increase access of Louisiana adults to instruction that prepares them for the GED.</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ul style="list-style-type: none"> <li>1. Inventory programs that provide instruction that prepares Louisiana adults for the GED</li> <li>2. Continue collaboration between the Workforce Commission, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for instruction leading to the GED</li> </ul>	<ul style="list-style-type: none"> <li>1. The LDoE continues to operate programs that provide GED instruction.</li> <li>2. The LDoE continues to collaborate with the Workforce Commission, the Board of Regent, the LCTCS, employers, and community groups to expand the number of accessible sites and opportunities to acquire a GED.</li> </ul>
<b>Program Strategy 2: Increase access of employed Louisiana adults to publicly funded basic skills and technical skills upgrades.</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ul style="list-style-type: none"> <li>1. Inventory available Incumbent Worker Training Program projects, TANF customized basic/technical skills training, Adult Education workplace literacy and workforce-related family literacy projects, and other publicly funded upgrade training.</li> <li>2. Continue collaboration between the Workforce Commission, the Department of Labor, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for basic skills and technical skills upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>1. This inventory is currently underway by the Workforce Commission.</li> <li>2. Working together, these agencies are steadily increasing the number of publicly-funded upgrade programs for adults. However, employers continue to request more opportunities for basic and technical skills upgrades for their employees.</li> </ul>

<b>Program Strategy 3: Increase access of employed Louisiana adults to affordable child care and transportation to support education/training and employment.</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Inventory availability of affordable child care and transportation to support participation of Louisiana adults in basic skills and technical skills upgrades.</li> <li>2. Develop collaboration between the Workforce Commission, the Department of Social Services, Department of Transportation and Development, the Board of Regents (LCTCS), and community organizations to showcase effective childcare and “brokered” transportation arrangements.</li> </ol>	<ol style="list-style-type: none"> <li>1. From July 1, 2002 to May 31, 2003, the state’s community and technical colleges provided customized training to 4,328 TANF participants. Of that number, 3,529 (82%) received transportation and 641 (15%) received childcare. The WIA one stop system provides some transportation and child care, paid through WIA or agency partners, such as Community Services Block Grant. The state is developing a process for collecting that data.</li> <li>2. LCTCS employs four TANF coordinators who share information statewide on exemplary models for child care and transportation. A TANF State Team with representatives from the Workforce Commission, LCTCS, DOL, and DSS meets monthly to share best practices in adult learner supports.</li> </ol>
<b>Program Strategy 4: Implement additional industry-based certifications from the sample list of demand occupations.</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Inventory industry-based certification training programs from the sample list offered to Louisiana adults.</li> <li>2. Continue collaboration between the Workforce Commission, the Board of Regents (LCTCS), BESE (the Department of Education), and business/industry consortia to establish additional industry-based certification training programs in the sample list.</li> </ol>	<p>1 &amp; 2. The Industry-Based Certification (IBC) Council has collaborated in developing and promoting 16 industry-based certifications for demand occupations and is adding six additional, supported by industry consortia. These 22 certifications are supported by industry consortia and are for high demand occupations. The Council will continue to add certifications as needed. See information on IBCs in Appendix D.</p> <p>The IBC Council, which is staffed by the Workforce Commission, held a ½ day seminar and training program in June 2003 to discuss the status of IBC’s in Louisiana in conjunction with the first Louisiana WorkReady! Conference. The WorkReady! program employs ACT’s national “WorkKeys” skills assessment, available to Louisiana employers statewide through the Louisiana Workforce Commission, to assess and evaluate employee skills. The assessment evaluates employee skills for a given job against a national norm (nearly 10,000 jobs have been profiled in the system).</p> <p>The Louisiana Interagency Collaborative is a network of state agencies organized to discuss ways to more efficiently and effectively address common needs of the state that impact and affect the respective agencies. Collaborative members include: Board of Regents, Dept. of Corrections, Dept of Education, Dept of Labor, Dept. of Social Services, Dept. of State Civil Service, LCTCS, Louisiana Economic Development, the Workforce Commission-Office of the Governor., and business &amp; industry partners, and community &amp; faith-based organizations. This group formulated a goal to “create a coordinated system of assessment which addresses both academic and workplace readiness and minimizes duplication.”</p>

**Implementing Agencies:** Louisiana Workforce Commission, Board of Regents, the Louisiana Community & Technical College System, the Louisiana Department of Education, and, where applicable, school systems.

**Action Plan 2002 Recommendation:**

Support and encourage implementation of new activities and enhance existing activities that promote development of the State's environmental technology cluster.

**Vision 2020 Goal:** Two -- The Culture of Innovation

**Vision 2020 Objectives:**

2.6: To increase the formation, growth, and survival rates of technology-driven companies

2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

**Program Strategy 1:** Develop inventory of ongoing environmental technology efforts that are or have the potential to become key players in the development of environmental cluster(s).

Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. Locate and interview industry, academia and government that have interest in pursuing existing or new environmental technology.</li> <li>2. Extract information on current business, needs, desires and impediments.</li> <li>3. Qualify each interview in potential for impact to the developing cluster.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inventoried Louisiana environmental companies by SIC.</li> <li>2 &amp; 3. Used information gathered from companies on business needs, desires, and impediments to doing business to develop plans for the cluster that resulted in activities including: <ul style="list-style-type: none"> <li>• Requested State funds to study the feasibility of and Environmental Research, Development and Commercialization Center of Excellence. Funding was not approved, so now working with Federal EDA on a similar grant</li> <li>• Engaged a continuing dialog with petrochemical associations and individual companies to discern environmental needs and impediments.</li> <li>• Worked with Governors Task Force on DEQ Efficiency and Effectiveness to determine methods of improving DEQ performance with respect to permitting, enforcement and funding.</li> </ul> </li> </ol> <p>Worked with LSU on acquisition of land and buildings that could be utilized as an Environmental Center.</p>

**Program Strategy 2:** Assist environmental efforts in gaining network relationships with potential client companies or market opportunities and foster collaborative efforts.

Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. Provide network relationships between environmental efforts and potential clients where possible and beneficial</li> <li>2. Establish relationships with 3-6 key people who will act as an advisory board for the environmental cluster(s). Begin developing a vision, mission and start-up strategy for the cluster using inventories of efforts, needs and impediments developed earlier.</li> <li>3. Call several small group (less than 50 attendees) meetings as a precursor to a statewide cluster kick-off meeting. Develop buy-in to purpose of cluster, vision and mission.</li> <li>4. Call statewide conference for environmental cluster. Agenda is to ratify vision and mission of cluster and set path forward, including election of a director and committee to create organizational documents.</li> <li>5. Work with cluster in an ongoing manner to ensure it's healthy start-up and continuing beneficial impact on technology and job creation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Pursued several Environmental Tech start-up companies that promise solutions to certain emissions issues, including Sludge Solutions (New Orleans), Petrosavers (Kenner), Bio Renaissance (Houma), Envirowall (Gretna), PPM (Monroe), Envires (Kentucky), Winnsboro Rubber (Winnsboro), Intco (Houma), and Louisiana Recovery Systems (Westwego).</li> <li>2. Informal advice is consistently sought from and provided by leaders of several Louisiana environmental companies.</li> <li>3. Cluster start-up is impeded by the need for individual companies to protect trade secrets and aversion to meeting with similar companies for fear of divulging secrets. Still working by aligning individual needs with firms that can meet those needs.</li> <li>4. Determined that a statewide conference is not appropriate at this time</li> <li>5. Worked with MetroVision, Capital Region Competitive Strategy, and West Monroe Chamber in Environmental Cluster efforts. Worked with City of Gretna on Environmental business park development plan.</li> </ol>

**Implementing Agency:** Department of Economic Development

**Action Plan 2002 Recommendation:**

Support the development of programs to encourage companies and consumers to implement technology that reduces energy consumption and promotes recycling, leading to reduced emissions and waste.

**Vision 2020 Goals:** Two -- The Culture of Innovation  
Three – A Top Ten State

**Vision 2020 Objectives:**

- 2.6: To increase the formation, growth, and survival rates of technology-driven companies
- 3.4: To have a safe and healthy environment for all citizens

<b>Program Strategy 1: Investigate options to implement new and strengthen existing programs that encourage recycling</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ul style="list-style-type: none"><li>1. Reassess the Recycling Equipment Tax Credit that expired at the end of 2000 to determine the advantages and costs of re-establishing this program (LED)</li><li>2. Support and encourage programs and organizations that supply second hand, functioning computer and electronic equipment to schools (LED)</li></ul>	<ul style="list-style-type: none"><li>1. LED staff gathered information and presented it to LED administration prior to the 2002 Special Session of the legislature.</li><li>2. LED staff promotes computer recycling via email lists and other forms of communication.</li></ul>

<b>Program Strategy 2:</b> Investigate options to implement new and strengthen existing programs that encourage energy conservation in the environmental and economic development programs of the state.	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Explore incentives to encourage growth of energy conservation and environmental services companies and equipment manufacturers</li> <li>2. Explore incentives to encourage energy conservation and environmental improvement projects</li> <li>3. Work with companies to maximize the opportunities for claiming federal credits from the emissions reducing benefits of energy conservation projects</li> <li>4. Investigate programs for companies that install technologies for energy conservation, including assessment of similar programs in other states, and determine the appropriate agency(ies) to implement such a program (DED, DNR, DEQ)</li> </ol>	<ol style="list-style-type: none"> <li>1. Identified programs to encourage modernization and energy conservation and provided information to management.</li> <li>2. Continued activities to develop and promote opportunities in these areas, including: Initiated and led effort to work with private sector, local governments, and Division of Administration to develop a standardized energy performance contract and procedures. Initiated first bond sell to fund efficiency projects under new DNR Energy Fund.</li> <li>3. Working with DEQ, U.S. DOE, business and finance community, energy efficiency practitioners and others to develop credits and banking of credits for energy efficiency projects that reduce air emissions.</li> <li>4. Identified programs in other states to encourage modernization and energy conservation and provided information to management.</li> </ol>

**Implementing Agencies:** Department of Economic Development, Department of Natural Resources, Department of Environmental Quality

**Action Plan 2002 Recommendation:**

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors

**Vision 2020 Goal:** Three- A Top 10 State

**Vision 2020 Objective:**

- 3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values
- 3.6: To support and expand the tourism industry throughout the State

<b>Program Strategy 1:</b> Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate, to the public.	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"><li>1. Coordinate plan developments with appropriate Federal agencies.</li><li>2. Secure Federal and State approvals for projects.</li><li>3. Submit plans, as appropriate, to appropriate legislative committees</li></ol>	<ol style="list-style-type: none"><li>1. Plan developments have been coordinated with the Corps of Engineers on projects, including Buffalo Cove Water Management Unit, Myette Point Boat Landing &amp; Lake End Parkway.</li><li>2. Federal &amp; State approvals have been received for the above projects.</li><li>3. Plans for 2003-04 will be presented to Legislators.</li></ol>

**Implementing Agency:** Department of Natural Resources

### Action Plan 2002 Recommendation:

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for ourselves, our nation, and future generations

### Vision 2020 Goal: Three – A Top 10 State

### Vision 2020 Objective:

3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values.

<b>Program Strategy 1: Implement <i>Coast 2050</i>, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management</b>	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Ensure that existing Breaux Act and State Wetlands and Conservation Trust Fund resources are directed toward <i>Coast 2050</i> strategies</li> <li>2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond.</li> <li>3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement <i>Coast 2050</i>, including passage of the CARA bill</li> <li>4. Qualify for coastal impact assistance funds through the program established in the Commerce Justice State Appropriations Bill passed in the 2000 Congress</li> </ol>	<ol style="list-style-type: none"> <li>1. The Louisiana Coastal Area Feasibility Study initiated in 2002 is directed toward addressing <i>Coast 2050</i> strategies, as are all other resources and initiatives.</li> <li>2. The Department of Natural Resources initiated the "Save America's Wetland" campaign in 2002 to increase the nation's awareness of the catastrophic coastal wetland loss, and its implications, occurring in Louisiana.</li> <li>3. The Department of Natural Resources continues to work with the Congressional delegation to secure additional funding. A variety of federal legislations have been explored to get additional state funding; these would include the Conservation and Reinvestment Act (CARA), Water Resource Development Act (WRDA) and the Coastal Wetland Planning, Protection and Restoration Act (CWPPRA).</li> <li>4. Louisiana has qualified for the Coastal Impact Assistance Program (CIAP), which was authorized by Congress in FY2001, however, it was not reauthorized in 2002. The one year allocation to Louisiana was \$26.4 million. These funds were expended according to the Coastal Impact Assistance Plan which was developed by the Louisiana Department of Natural Resources, Office of Coastal Restoration and Management.</li> </ol>

**Implementing Agency:** Department of Natural Resources



### **Action Plan 2002 Recommendation:**

Develop an effective multimodal transportation system that will accelerate economic development.

**Vision 2020 Goals:** Two -- The Culture of Innovation  
Three – A Top 10 State

### **Vision 2020 Objectives:**

- 2.3: To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports and rail
- 3.3: To have safe homes, schools and streets throughout the state

**Executive Strategy 1:** Call a Special Session focused on transportation issues, particularly those that relate to long-term economic growth.

Action Plan	Status Report
1. The Governor will call a Special Session focused exclusively on transportation issues at some point following the 2002 Regular Session.	1. While the Governor did not call a Special Session, he has actively discussed the need to address transportation issues and funding. Further, DOTD has made substantial progress in developing a comprehensive long-range plan focused on economic development. The Plan will be completed in March 2003.

**Executive Strategy 2:** Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED).

Action Plan	Status Report
1. Issue bonds to initiate construction on all remaining TIMED projects within 10 years. The bonds would be backed by the four-cent per gallon fuel tax dedicated to the TIMED.	1. A plan has been developed to complete all of the road projects by 2010 and the three high-cost bridge projects by 2012. The initial issuance of bonds has been completed at a very favorable interest rate.

**Implementing Agencies:** Office of the Governor & Department of Transportation and Development

**Action Plan 2002 Recommendation:**

Invest in economic development in Louisiana by adopting and continually reassessing a comprehensive package of incentives that includes continuation of appropriate existing incentives, revisions of some existing incentives, and the addition of new incentives for development of Louisiana's clusters in order for Louisiana to remain competitive with other states.

**Vision 2020 Goal: Two -- The Culture of Innovation****Vision 2020 Objectives:**

- 2.5: To increase business investment in modernization of facilities and systems
- 2.6: To increase the formation, growth, and survival rates of technology-driven companies
- 2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas
- 2.9: To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology-driven companies
- 2.11: To increase university and private sector research and development, particularly in the targeted technology areas

**Legislative Strategy 1:** Revise the Quality Jobs Program to make it more targeted, effective, and competitive with other states in order to benefit Louisiana companies and encourage investments in regions, industries, and high quality jobs.

Action Plan	Status Report
1. Adopt a tiered approach with the greatest benefits going to higher paying jobs, jobs in rural and distressed areas, and jobs in the targeted cluster areas in 2002	1. Amendments to the Quality Jobs legislation were passed in the Special Session, 2002. Although originally proposed, the bill that passed did not provide greater benefits for higher paying jobs, jobs in rural and distressed areas, and jobs in the targeted clusters. However, the current law does ensure benefits to companies in the targeted clusters that meet other required criteria.
2. Provide incentives for Louisiana businesses to hire TOPS graduates in 2002	2. Not done. However, the Governor's Office is expected to announce an incentive program to encourage students with LELA student loans to remain in the state after graduation -- to be launched by fall 2003.

**Legislative Strategy 2:** Invest in the growth and development of the targeted cluster areas in order to improve their competitive position in Louisiana.

Action Plan	Status Report
1. Create an R&D tax credit program to encourage research and development investments by Louisiana companies in 2002	1. An R&D tax credit was passed by the legislature in the Special Session 2002.

**Legislative Strategy 3:** Provide a mechanism that will allow local communities the option to offer additional investment packages and look to fund economic development on a regional basis.

Action Plan	Status Report
1. Review how competing states grant local options for investment packages and funding and develop a strategy for the state of Louisiana and its municipalities	1. In the Regular Session 2003, the Legislature passed a resolution (SCR 100) to create a task force on regional and local economic development to review industry attraction, expansion, and retention initiatives at the local and regional levels and determine appropriate funding levels and revenue sources.

**Program Strategy 1:** Continually reassess and monitor the State's programs and incentives

Action Plan	Status Report
<p>1. Continue to analyze results of studies conducted by economic development groups and the Department of Economic Development dealing with competitive incentives and programs, along with the Public Affairs Research Council's (PAR's) review of Louisiana taxes as compared to other states, and complete a comprehensive competitive package of incentives.</p> <p>2. Review procedures for existing investment programs and modernize and streamline these programs by November 2002</p> <p>3. Conduct an annual review of Louisiana's incentives, beginning with the first to be completed by December 2002 for the purpose of remaining competitive.</p> <p>4. Develop a formula to show the return on investment (ROI) for incentive and tax programs that state agencies would be required to use in their assessment of these programs and benefits by November 2002.</p> <p>5. Continue to look for innovative ways to encourage modernization, technology improvements, upgraded skills, and better wages</p> <p>6. Study the needs of each cluster and make sure that Louisiana is competitive in attracting these clusters beginning in 2002-03.</p>	<p>1. Using these studies, LED developed a comprehensive, competitive package of incentives. Incentives passed in 2002 and 2003 include R&amp;D tax credits, incentives for the biotech and film &amp; video industries, incentives to commercialize university technologies, and new incentives to create quality jobs.</p> <p>2. Procedures for the CAPCO program were revised. In addition, companies can now apply for incentives online.</p> <p>3. A consultant (Fluor) was hired to assess the competitiveness of Louisiana's incentives to 13 other southern states, with the report finalized in the spring 2003.</p> <p>4. LED's research group has a system in place to assess the return on investment for incentive and tax programs, and a new, more sophisticated software system (LOCI) is being secured.</p> <p>5. Legislation to provide incentives for facility modernization was proposed in the Regular Session 2002. Legislation did not pass.</p> <p>6. Each of LED's cluster directors monitors the needs of their clusters on an ongoing basis and proposes changes/incentives/etc. as needed to ensure that Louisiana remains competitive.</p>

**Implementing Agencies:** Office of the Governor, Department of Economic Development

### Action Plan 2002 Recommendation:

Establish a dedicated, focused authority or agency that will coordinate and advance the technology economic development strategies contained in *Vision 2020*.

**Vision 2020 Goal:** Two -- The Culture of Innovation

### Vision 2020 Objectives:

- 2.6 : To increase the formation, growth, and survival rates of technology-driven companies
- 2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

**Program Strategy 1:** Coordinate and implement an initiative to study and benchmark best practices and most effective programs across the nation and evaluate which approach is best for Louisiana by October 2002. Recommendations for the preferred approach should be complete by December 2002.

Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. The LED Technology, Innovation, and Modernization Director will work with the Louisiana Economic Development Council's (LAEDC) Science &amp; Technology Task Force to identify and coordinate an ad hoc public/private committee from around the State to review on an ongoing basis the information collected and contribute feedback.</li> <li>2. Gather data</li> <li>3. Benchmark best practices (in state and out of state)</li> <li>4. Evaluate which approach is best for Louisiana</li> <li>5. Make recommendations for the preferred approach for Louisiana</li> </ol>	<p>1-5. This recommendation was not accomplished. Funding for the initiative was not provided, and the LAEDC's Science &amp; Technology Task Force agreed that the restructure of LED is accomplishing many of the activities originally envisioned for a technology authority.</p>

**Implementing Agencies:** Governor's Office, Department of Economic Development

**Action Plan 2002 Recommendation:**

Develop three wet-lab technology business incubators in the northern, middle and southern part of the State in order to establish the necessary physical infrastructure that will support emerging wet lab dependent companies in the biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana.

**Vision 2020 Goal:** Two – The Culture of Innovation

**Vision 2020 Objectives:**

- 2.6: To increase the formation, growth, and survival rates of technology-driven companies
- 2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas
- 2.13: To attract and retain distinguished researchers

**Budgetary Strategy 1:** Continue effort to create three wet-laboratory incubators in north, middle and south Louisiana

Action Plan	Status Report
The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will seek to advance the recommendations of the wet lab incubator study completed for the Department in December 2001.	In the Regular Session 2002, the legislature committed \$30 million to build a network of 3 wetlabs – in Shreveport, Baton Rouge, & New Orleans. The Shreveport wetlab is now under construction, Baton Rouge is in the design phase, and New Orleans is in the demolition phase, in preparation for construction.

**Implementing Agency(s):** Office of the Governor, Division of Administration, Department of Economic Development

### **Action Plan 2002 Recommendation:**

Support efforts within the State Legislature to establish a Science and Technology Committee or Subcommittee that will serve as a focal point for technology information, policy development, and technology industry issues.

**Vision 2020 Goal:** Goal Two- Culture of Innovation

### **Vision 2020 Objectives:**

2.6 : To increase the formation, growth, and survival rates of technology-driven companies

2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

<b>Program Strategy 1:</b> Request the appropriate group or individual within the Legislature to review the merits of establishing a technology committee or subcommittee	
<b>Action Plan</b>	<b>Status Report</b>
<ol style="list-style-type: none"> <li>1. Prepare a summary brief presenting the case for establishing a new legislative Science &amp; Technology committee or subcommittee of the House &amp; Senate Commerce Committee(s) by May 2002.</li> <li>2. Meet with the Speaker of the House, Senate President, and Chairs of the House and Senate Commerce Committees to discuss the merits of creating such a committee</li> </ol>	<ol style="list-style-type: none"> <li>1. A summary brief was prepared in the spring and used to inform legislators and others about the reasons it is important to establish a joint legislative Science &amp; Technology committee.</li> <li>2. LED management and representatives of the Governor's Office met with House &amp; Senate leaders to discuss creation of a committee or subcommittee. Various options for creating such a committee were pursued in 2002 and 2003. After the latest version, a joint advisory committee created by legislation, was rejected, a new subcommittee of the existing joint budget committee was proposed. The legislative session ended before the resolution was approved by both houses.</li> </ol>

**Implementing Agencies:** Office of the Governor, Department of Economic Development

### Action Plan 2002 Recommendation:

Devise innovative programs that target the majority of equity investment dollars to seed funding of early stage and start-up technology businesses.

### Vision 2020 Goal: Goal Two- Culture of Innovation

#### Vision 2020 Objectives:

- 2.5: To increase business investment in modernization of facilities and systems
- 2.6: To increase the formation, growth and survival rates of technology-driven companies
- 2.8: To increase availability of seed and venture capital invested in Louisiana firms

**Program Strategy 1:** Investigate and develop various methods of increasing the availability of seed capital in Louisiana by November 2003

Action Plan	Status Report
<ol style="list-style-type: none"> <li>Review &amp; consider recommendations made in the Postlethwaite &amp; Netterville report on the economic impact of the CAPCO program</li> <li>Investigate other states' experiences with the creation of and participation in pre-seed and seed capital funds</li> <li>Investigate tax incentive programs for venture capital funds</li> <li>Investigate ways to involve state retirement systems to increase venture capital in Louisiana</li> <li>Investigate programs to recruit successful venture fund managers</li> <li>Establish one or more new programs that provide access to seed capital</li> <li>Provide summary of findings to the Louisiana Economic Development Council's Science &amp; Technology Task Force</li> </ol>	<ol style="list-style-type: none"> <li>Recommendations from the P&amp;N CAPCO study have been used as the basis for formulating new ways to generate/encourage seed capital formation both within and outside CAPCO.</li> <li>LED's Business Resources and Business Retention directors have investigated other states' experiences, researched best practices for angel investor programs, and used this information to outline language for legislation for an angel investor tax credit.</li> <li>Other states utilization of tax credits to develop fund of funds models have been reviewed. Presently the CAPCO program uses tax credits for non-vetted funds.</li> <li>Utilization of LASERS funds for venture and/or seed capital is now being explored.</li> <li>LED's Business Resources office has successfully formed collaborations that are leading to more venture capital firms interested in Louisiana and onsite participation by professional fund managers.</li> <li>LED and the Governor's Office are in the process of creating and/or developing Louisiana-based organizations that will provide seed capital for Louisiana businesses.</li> <li>Information on activities related to seed and venture capital funds has been reported to the Task Force at its regular meetings.</li> </ol>

**Implementing Agencies:** Office of Financial Institutions, Louisiana Economic Development

### Action Plan 2002 Recommendation:

Develop and maintain an integrated Technology Resources Database that would promote industry/university partnering, efficient use of research equipment, and provide a comprehensive source of data for planning and marketing. Specifically, establish an Internet Web site listing all university-based technology available for licensing, with links to sponsoring host institutions.

**Vision 2020 Goal:** Goal Two: Culture of Innovation

### Vision 2020 Objective:

- 2.6: To increase the formation, growth, and survival rates of technology-driven companies
- 2.10: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.11: To increase university & private sector research and development, particularly in the targeted technology areas

**Program Strategy 1:** Develop implementation plan for Internet based web site listing all Louisiana university intellectual property available for licensing by September 2002.

Action Plan	Status Report
<ol style="list-style-type: none"> <li>Contact tech transfer officers or appropriate designees of each university institution to solicit direction and build consensus on the best way to achieve desired outcome.</li> <li>Contact potential web hosts willing to prepare, maintain and host the web site.</li> </ol>	<ol style="list-style-type: none"> <li>Tech transfer officers &amp; designees agreed on the need for Web-based database &amp; agreed on how to initiate the database.</li> <li>Potential web hosts were contacted.</li> </ol>



<b>Program Strategy 2: Establish intellectual property website by December 2002</b>	
<b>Action Plan</b>	<b>Status Report</b>
1. Select web developer to prepare, maintain, and host the web site	1. A local company is hosting the database, with those services funded by the Board of Regents.
2. Develop database format and search routines	2. The database format was developed with input from tech transfer managers around the state. The virtual infrastructure for LouisianaIP.org was developed in early 2002. Enhancements such as the ability to post press releases have been added through the past year.
3. Develop user friendly website	3. Special attention was devoted to developing a user-friendly website.
4. Task Louisiana higher education institutions that have intellectual property with the responsibility to input the intellectual property data in agreed upon format	4. Louisiana universities are responsible for input of all IP into the database. However, concern still exists over the need for campus-level resources to populate the database and maintain content
5. Promote the use of the database with industry and economic development organizations.	5. LouisianaIP.org has been publicized via a press releases??, email lists, notices in appropriate newsletters, and other appropriate ways.

**Implementing Agency:** Board of Regents and Louisiana Economic Development

### Action Plan 2002 Recommendation:

Evaluate Louisiana's university technology transfer policies and practices and benchmark them against national best practices, with recommendations on how to improve outcomes.

**Vision 2020 Goal:** Goal Two- Culture of Innovation

### Vision 2020 Objectives:

- 2.6: To increase the formation, growth and survival rates of technology-driven companies
- 2.10: To provide effective mechanisms for industry access to university-based technologies and expertise
- 2.11: To increase university and private sector research and development, particularly in the targeted technology areas

**Program Strategy 1:** Develop plan to assess existing tech transfer policies in the Louisiana university systems and benchmark against national best practices.

Action Plan	Status Report
<ol style="list-style-type: none"> <li>Contact Board of Regents and tech transfer officers or appropriate designees of each university institution to solicit direction and build consensus on best way to assess current tech transfer policies and practices.</li> <li>Solicit proposal from appropriate consultants and select consultant</li> <li>Contract with consultant and complete study by December 2002</li> </ol>	<ol style="list-style-type: none"> <li>Contact was initiated with BoR and tech transfer officers in June 2002 to solicit information on the best way to assess current tech transfer policies and practices</li> <li>Proposals were solicited in the summer 2002.</li> <li>A contract was signed in September 2003, and work on the project began immediately. The study will be complete by June 30, 2003.</li> </ol>

**Implementing Agencies:** Board of Regents and the Department of Economic Development

### Action Plan 2002 Recommendation:

Support efforts to increase targeted research and development funding toward biosciences and information technology.

### Vision 2020 Goal: Goal Two- Culture of Innovation

### Vision 2020 Objectives:

2.6 : To increase the formation, growth, and survival rates of technology-driven companies

2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Legislative/Budgetary Strategy 1: Show justification for the creation of a fund to facilitate development of the biosciences industry	
Action Plan	Status Report
<ol style="list-style-type: none"> <li>Outline uses for such funds, linking the uses directly to economic growth and development</li> <li>Designate a substantial portion of the funds to near-term economic growth and development opportunities that would reasonably be expected to lead to jobs in the next 2 years</li> <li>Outline the benefits of such funds</li> </ol>	<p>Funds were committed to several biosciences industry projects, including the Gene Therapy Consortium, the Louisiana Cancer Research Center, the Good Manufacturing Practices (GMP) facility, and the Governor's Initiative on Biotechnology; however none were linked to near term economic development. Funds were not appropriated for near-term economic growth.</p>
Legislative/Budgetary Strategy 1: Show justification for a fund to facilitate the development of the information technology industry in Louisiana	
Action Plan	Status Report
<ol style="list-style-type: none"> <li>Outline uses for such funds, linking the uses directly to economic growth and development</li> <li>Designate a substantial portion of the funds to near-term economic growth and development opportunities that would reasonably be expected to lead to jobs in the next 2 years</li> <li>Outline the benefits of such funds</li> </ol>	<p>Funds were appropriate for IT research and infrastructure; however, it is not clear that any of the funds are focused on near-term commercialization.</p>

**Implementing Agencies:** Department of Economic Development

### Action Plan 2002 Recommendation:

Evaluate the State's new fiber optic assets and other emerging information technologies and develop a plan that provides access to affordable, scalable, high-speed connectivity to state and local governments, universities, schools, and the business community in urban and rural areas.

### Vision 2020 Goal: Two -- The Culture of Innovation

### Vision 2020 Objectives:

- 1.8 To improve the efficiency and accountability of governmental agencies
- 2.4 To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure

**Budgetary Strategy 1:** Develop a plan and process to evaluate the State's fiber assets and other emerging information technologies with the goal of quantifying the level of effort and cost associated with last mile connectivity throughout the state by November 2002.

Action Plan	Status Report
1. Develop a scope of work for a benefit-cost study for converting the Department of Transportation and Development's excess fiber assets into system to provide high-speed connectivity throughout the state; also include in the analysis other emerging information technologies (i.e., satellite) for comparative purposes.	1. The CIO is completing this work in stages. In January 2003, the CIO contracted with an independent engineering firm to prepare an analysis of DOTD's fiber assets and the cost of lighting the fiber to the last mile for DOTD offices. The report is completed and shows the cost of establishing and maintaining connectivity. OTM is currently working on Stage Two, which will show the comparable costs of connectivity using private providers, as well as potential cost savings to other public agencies and offices throughout the state. Further study will contain a detailed analysis of comparable costs associated with other emerging telecommunications technologies.
1. Prepare an RFP, with input from but not limited to, the Office of Information Technology's Chief Information Officer, the Department of Economic Development's Information Technology Cluster Director and Technology, Innovation, and Modernization Services Director, and the Louisiana Economic Development Council's Science and Technology Task Force chair or his designee and the Louisiana Economic Development Council's Infrastructure Task Force chair or his designee.	1. The RFP process for a statewide study could not be initiated without an overview of the state's current fiber assets or funding for a statewide study. With the engineering report completed and the OTM comparison underway, we will be prepared to develop a scope of work. The CIO will present a engineers report as well as the draft scope of work to the Economic Development Council and LED's I.T.-related professionals by November 2003.

<b>Budgetary Strategy 2:</b> Charge the CIO to develop a consistent set of standards, practices and protocols consistent with leading edge industry networking standards that will guide the State's transition to the new network and to guide subsequent State IT investments to achieve maximum return on investments	
Action Plan	Status Report
1. Continue to develop a consistent set of standards, practices, and protocols consistent with leading edge industry standards	1. The Office of Information Technology continues to develop a set of standards, practices, and protocols consistent with industry proven networking standards.
<b>Budgetary Strategy 3:</b> Develop a plan to facilitate the location of a Tier One Internet Gateway in Louisiana by November, 2002	
Action Plan	Status Report
1. The Deputy Commissioner of the Division of Administration and the CIO will develop the specific plans and procedures to leverage the state's current and projected Internet bound traffic and other network needs as a lure to engage private sector Internet backbone operators in negotiations to build a Tier One Internet Gateway.	1. Not completed.

**Action Plan 2002 Recommendation:**

Create a revenue-neutral, reformed tax system for Louisiana that will be broader-based, fair and equitable for citizens and business

**Vision 2020 Goal: Two—The Culture of Innovation**

**Vision 2020 Objectives:**

2.9: To have a tax structure, regulatory climate, and civil justice system conducive to economic development and job creation

<b>Strategy 1: Maintain and streamline current business tax incentive programs.</b>	
<b>Action Plan</b>	<b>Status Report</b>
1.Modernize and streamline procedures  2.Conduct annual review to ensure competitiveness	1. Procedures for the CAPCO program were revised. In addition, companies can now apply for incentives online.  2. A consultant (Fluor) has been hired to assess the competitiveness of Louisiana's incentives to 13 other southern states, with the report finalized in the summer 2003.
<b>Strategy 2: Encourage capital investments by new and existing businesses through the following tax code changes:</b>	
<b>Action Plan</b>	<b>Status Report</b>
(a) Phase out corporate franchise tax on long-term debt. (b) Reduce sales tax on energy sources. (c) Reduce sales tax on machinery, equipment, and computer software	Legislation was passed in 2002 that reduced state sales tax on computer software. The other tax proposals were introduced but were not passed by the Legislature.

**Strategy 3:** Continue active participation on the national level in the development of an interstate sales and use tax agreement and identify required changes to the Louisiana Revised Statutes and Constitution by November 1, 2002.

Action Plan	Status Report
<ol style="list-style-type: none"> <li>1. Active participation in all meetings of the “Governing States” by the four delegates appointed under the provisions of Section 4A of Act 72 of the 2001 Regular Session.</li> <li>2. Active participation in all meetings of the Streamlined Sales Tax Project (SSTP) by employees of the Louisiana Department of Revenue.</li> <li>3. Provide literature and Internet links to other websites providing information and news on the Streamlined Sales Tax Project from the Department of Revenue’s home page.</li> <li>4. Review all Phase One and Two implementation materials and identify required changes to the Louisiana Revised Statutes and Constitution that will be necessary to adopt the interstate sales and use tax agreement approved by the Governing States by November 1, 2002.</li> </ol>	<ol style="list-style-type: none"> <li>1. The four delegates participated in meetings of the Governing States.</li> <li>2. Dept. of Revenue employees participated in meetings of the SSTP</li> <li>3. Links to information on the SSTP are provided on the Department of Revenue’s home page.</li> <li>4. Changes identified in report on the Streamlined Sales Tax Project included in Appendix D of this Action Plan.</li> </ol>

## **Appendix C**

### **Council Work for the Year**



## Council Work For The Year

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The Council spent much of fiscal year 2002-03 updating *Louisiana: Vision 2020*, the state's master plan for economic development. *Louisiana: Vision 2020, 2003 Update* was published in March 2003 as the first update of the original document, as required by law.

The Council held eight public meetings around the state to gather input from citizens on the issues to be included in the *2003 Update*. Jim Clinton, Executive Director of the Southern Growth Policies Board facilitated these meetings, with assistance from Ann Guissinger, Director of the Council, and Adam Knapp, the Governor's Economic Development Policy Advisor. That information, along with information gathered from emails and substantial input from Economic Development Council members, served as the basis for the Update.

The original *Louisiana: Vision 2020* was approved by the legislature as HCR 165 during the 1999 Regular Session of the legislature. Since that time, three annual action plans have been published (in 2000, 2001, and 2002). These documents are available electronically at <http://vision2020.louisiana.gov> and [www.chooselouisiana.com](http://www.chooselouisiana.com).

This fourth annual action plan, *Action Plan 2003*, details the steps Louisiana plans to take in the coming year to move the state toward the goals of *Vision 2020*. As in previous annual reports, this document sets forth the Council's recommendations for implementation during the coming year and reports on the successes and shortcomings of last year's recommendations.

Unlike previous action plans, the benchmarks that measure the state's progress toward the five-, 10-, 15-, and 20-year targets are not printed in this Action Plan. With the publication of the *2003 Update*, the benchmarks have been moved to the Web, so they can be readily updated and are easily available to the public. Accountability is a vital part of the *Vision 2020* process.

The Economic Development Council accomplishes much of its work through its nine task forces. These task forces examine issues within their areas of responsibility, monitor benchmarks, and propose recommendations and sometimes strategies to the Council. The appropriate implementing agency develops the action plans for each strategy. Over 100 individuals representing industry, State agencies, and organizations served on the task forces this year. The nine task forces include:

- Agribusiness
- Culture, Recreation, & Tourism
- Education/Workforce
- Energy & Basic Industries
- Environment
- Finance & Capital
- Infrastructure & Transportation Industries
- Science & Technology/Diversification
- Tax & Revenue/Programs & Incentives

## Council Activities and Proceedings -- 2002-2003

The Office of the Governor contracted with the Ann Guissinger to serve as Director of the Council throughout fiscal year 2002-03. She worked with the Council to facilitate meetings and prepare presentations; coordinated public meetings for the *Vision 2020 Update*; worked with State agency liaisons regarding data for updating the *Vision 2020* benchmark; assisted task force chairs, when requested, to provide background information, attend meetings, and formulate strategies to implement recommendations; and prepared this *Action Plan 2003*. She and Adam Knapp, the Governor's Economic Development Policy Advisor, prepared *Louisiana: Vision 2020, 2003 Update*.

## **August 15, 2002**

### **Council/Cabinet Advisory Group Meeting**

This first meeting of fiscal year 2002-2003 year began with the election of a new Council vice chair, Dennis Lower, and recognition for the years of leadership provided by Gregg Gothreaux.

This meeting included discussion of plans for the update of Vision 2020, to be done over the next few months. Plans included contracting with Jim Clinton, Executive Director of the Southern Growth Policies Board, to facilitate the process and the public, a press release to announce the update; holding eight public meetings around the state to gather input; a day-long facilitated meeting with the Council in October; and preparation of a draft update in December. The final would be completed in late January, so the report could be printed prior to the Governor's Conference on Economic Development in March, when the *Vision 2020, 2003 Update* would be formally presented by the Governor.

This meeting also included a presentation by Rep. Vic Stelly on the proposed tax swap known as the "Stelly Plan," a proposed constitutional amendment to appear on the ballot in November. The Council also heard presentations by several of the LED cluster directors on cluster needs and issues that need to be considered as the Council updates *Vision 2020*.

## **September 25, 2002**

### **Council/Cabinet Advisory Group Meeting**

The Council meeting and the press conference to announce the Vision 2020 Update were originally scheduled for this date, with four of the eight public meetings to follow on the following two days. The Council meeting, press conference, and public meetings were postponed due to Hurricane Isidore.

## **October 8, 2002**

### **Press Briefing, Council/Cabinet Advisory Group Meeting**

The Press Briefing to announce the *Vision 2020 Update* was held at 1:30, followed by a short Council/Cabinet Advisory Group meeting. Ty Keller, with the Public Affairs Research Council (PAR), presented information from PAR's recent report on the Stelly Plan, the proposed constitutional amendment to be voted on by the state's citizens in November, and Jim Clinton

presented an overview of the presentation he would be making at each of the eight public meetings to solicit input for the *Vision 2020 Update*.

## **October 17, 2002**

### **Council Meeting/Cabinet Advisory Group Meeting**

This meeting was scheduled as day-long meeting facilitated by Jim Clinton to discuss the *Vision 2020 Update*. Ann Guissinger presented a summary of the public meetings, highlighting the comments made at the meetings that were not addressed in the original *Vision 2020*. Many of these points were in line with areas of concern/interest expressed by Council members. After several hours of discussion, the group agreed that the goals would remain essentially the same and provided general direction regarding changes to the objectives. Ann Guissinger, Adam Knapp, and Jim Clinton agreed to work on the objectives and provide a draft list to Council members prior to the next meeting on November 21, 2002. The Council also voted to create a Communications Committee to look at the issue of the state's image and how to change that image through better communication about the positive events happening in the state.

## **November 21, 2002**

### **Council Meeting/Cabinet Advisory Group Meeting**

This meeting was focused on further refining objectives and to a lesser extent benchmarks for the *Vision 2020 Update*. Ann Guissinger, Adam Knapp, and Jim Clinton presented a draft list of objectives. The Council made changes in wording for several of these objectives in the general discussion that followed. The Council also heard a presentation from the Rev. Mack McCarter with the Shreveport-Bossier Community Renewal group. This group is seeking to build social capital in Shreveport's most at-risk neighborhoods by moving families into these neighborhoods and trying to help rebuild communities from within. The Council was very interested in the model and agreed to add a recommendation to Action Plan 2003 related to looking at this and other models to address poverty in Louisiana. The Council scheduled an additional meeting to finalize the objectives and work on benchmarks for December 9<sup>th</sup>; however, that meeting was later cancelled because so few Council members were able to attend.

## **January 22, 2003**

### **Council Meeting**

The Council approved the final *Louisiana: Vision 2020, 2003 Update*, so layout for printing could be completed. This meeting was primarily a working meeting to begin discussing recommendations to be included in *Action Plan 2003*. The Council also heard a brief report from the Communications Committee.

## **February 18, 2003**

### **Council/ Cabinet Advisory Group Meeting**

This meeting focused on finalizing the recommendations to be included in *Action Plan 2003*, so the Executive Summary would be ready prior to the beginning of the legislative session. The Council voted to include 35 recommendations in this year's *Action Plan*. The Council also discussed several of the *Vision 2020* benchmarks. Finally, the Council heard a presentation by the Communications Committee on the proposed "Choose Louisiana" initiative. Donna Carville reported that Dow is interested in sponsoring radio spots highlighting Louisiana positives. The Committee agreed to continue to explore those and other options for improving Louisiana's image both internally and externally. The Council also discussed holding meetings with the editorial boards for newspapers around the state to publicize the *Vision 2020, 2003 Update*. Staff would coordinate these meetings, which would be held after the Governor's Conference on Economic Development, when the *Update* would first be presented.

## **March 26, 2003**

### **Governor's Conference on Economic Development**

Governor Foster, Andy Kopplin, and Jim Clinton made presentations to the 500+ attendees on *Louisiana: Vision 2020, 2003 Update*.

## **May 1, 2003**

### **Council/Cabinet Advisory Group Meeting**

This meeting began with a short presentation on *Action Plan 2003*. Staff reported that the Executive Summary of the *Action Plan*, along with a copy of *Louisiana: Vision 2020, 2003 Update* was provided to each legislator in the first few days of the legislative session. Meetings to discuss the *Vision 2020 Update* with newspaper editorial boards had been postponed until additional copies of the document were available to leave with editorial board members. Staff agreed to schedule those meetings as soon as we determined when the documents would be available.

The meeting focused primarily on economic development-related legislation proposed in the current session. Council members and staff discussed specific bills of significance to the state, and urged their colleagues to contact their legislators about bills they believe important for the state. The meeting ended with a follow-up presentation on the "Choose Louisiana" initiative. Donna Carville and Rusty Jabour, Policy Director for the Governor's Office, discussed progress to date and plans for the future. The meeting ended with the Council listening to a tape of the first two "Choose Louisiana" radio spots, sponsored by Dow, which began running the week prior to the meeting.

## **Appendix D**

### **Supplemental Information from Task Forces**

***AGRIBUSINESS TASK FORCE SPECIFIC RECOMMENDED  
ACTION ITEMS FOR ACTION PLAN 2003***

**INTRODUCTION**

Agriculture and economic development in the twenty-first century in Louisiana are directly related. Issues that have been identified as critical to economic development during the next twenty years are education, technology, globalization, and workforce development. The agricultural sector of the Louisiana economy, which includes forestry and agribusiness, is uniquely positioned to contribute to the state's entry into the expanding world economy of the twenty-first century. The private, along with the public, sector bring already strong and well-developed components that will facilitate the agricultural sector's contribution to the growth of the state's economy.

A vital component of the Louisiana base economy over the years, the production of raw agricultural products accounted for \$4 billion in sales and a related value added sector which contributed an additional \$4 billion, in the year 2001, for a total of \$8 billion to our economy. Associated with the value added sector (agribusiness) was the employment of approximately one out of every fifth or sixth worker in the state. When viewed from this perspective there is in place within the state a substantial raw product production sector and associated processing, marketing and distribution sector. Coupled with this existing base is the potential for increasing demand for food and fiber in global markets and the enormous opportunities that are surfacing in the area of biotechnology. It has been consistently shown that as incomes increase in developing economies that there has been an increase in the consumption of protein foods and higher valued processed products, the production of both are greatly affected by the developments in biotechnology.

In addition to the base components of the agriculture and value added sectors the state has made substantial investment in the public sector in the agricultural and life sciences areas within the higher education system and a fledgling private sector component which will support the development of technologies that will contribute to the enhanced and continually contribution of agriculture and agribusiness to the state's economy. Within higher education there is research and outreach activities which concentrate on the development of technologies that contribute to enhanced products, both raw and processed. These activities have been shown in the recent past to yield rates of return that range from 17 to 31 percent. A substantial component of this technological base within the state resides within the Land Grant portion of the LSU System, **the LSU Agricultural Center**. The potential for contribution to the technologies needed for the twenty-first century can be found in the life sciences components of most of the units of higher education. There is already evidence of industry/university partnerships through the acquisition of licenses and patents resulting from the privatization of university developed technologies in the agricultural and life sciences areas.

A natural outgrowth of the outreach activities (technology transfer) associated with the development of new technologies in agriculture and value added processes is the development of a competent work force to support twenty first century businesses and industry. Probably the most extensive and developed component of these outreach activities are within the extension programs of the Land Grant universities. They conduct educational programs that range from youth to adults. Embodied within these programs is the expertise to assist in a very tangible way

with the development of a productive workforce to support the businesses and industries arising or growing from the development of the sector.

As outlined above the sector not only has a well established base within the state's economy, but the state, through its investments in economic development, has developed a public infrastructure essential for the development of the twenty first century agribusiness industry. The current infrastructure supporting agribusiness clusters such as processing, port development, supply and distribution, etc. needs attention. This also needs to be complemented by a fledgling tech transfer industry resulting from university/industry partnerships. These components, combined with the increasing demands world wide for food and fiber, suggest that with the proper initiatives the industry is positioned to make additional contributions to the state's economy within the next twenty years.

*The Agribusiness Task Force suggests that the Goals and Objectives be expanded as follows: "To maintain and increase emphasis on the renewable natural resources of agriculture, forestry and fisheries and to develop and integrate **new technologies** into these resources so the resulting **value added** products can significantly contribute to the economy of Louisiana."*

#### **AGRIBUSINESS TASK FORCE SPECIFIC RECOMMENDED ACTION ITEMS FOR FY 2002/2003**

The members of the LADEC Agribusiness Task Force recommend two specific actions to be included in the Louisiana Economic Development Action Plan 2003. These recommendations need to be addressed by the Louisiana administration and the legislature. They are:

**1. Provide Additional Support for LSU Agricultural Center Forest Products Laboratory and the Value-Added Wood Products Industry Development.** Forestry is grown on 13.8 million acres in Louisiana and is by far the largest land use in the state. According to the 1997 census, there were 20,600 people employed in the forestry manufacturing industry. There are also several thousand people employed in the harvesting and transportation of timber. The projected 1999 Louisiana forestry income and value added declined from 1998 totals. With wood-using industries and commercial timber harvesting activities occurring in all parishes private forest land owners received approximately \$662 million from the sale of forest timber, down 13 percent from an estimated \$752 million in 1998. Timber harvesting contractors and their employees earned \$406 million, down 33 percent from 1998. Despite this downturn, the forestry products industry is still the number one farm crop in Louisiana, and is the number two employer in Louisiana, ahead of oil, and slightly behind chemicals.

The 2001 Louisiana Summary, Agriculture and Natural Resources published by the LSU Agricultural Center, the farm value of forestry (timber, straw, bark, Christmas trees) was \$900 million, and the value added was \$2.37 billion, thereby resulting in an economic impact of \$3.27 billion.

**In the early 1990 's the Louisiana Legislature started the funding of a Wood Products Utilization Laboratory at the Louisiana State University Agricultural Center.**

Unfortunately, budget reductions assigned to the Ag Center the budget year immediately following the appropriation significantly reduced the funds since money had to be returned to the

State. Since then, there have been no new appropriations to the Wood Products Utilization Laboratory.

It is very obvious that the processing sector of forestry has achieved a lot. But, the potential is even greater. With the advent of the public sector (Mississippi State University) and the private forestry working together, Mississippi is now the second largest furniture manufacturing state in the nation, second only to North Carolina. Louisiana recognized that this type of partnership was important and in the early 1990's the Legislature started the funding of a wood products laboratory at the LSU Agricultural Center with cooperation of the forestry department at Louisiana Tech. Unfortunately, the first appropriation was reduced in amount from the original appropriation the very first year. And, it has not been funded adequately since then. Funding the Forest Products Laboratory would certainly help provide needed R&D to the wood products industry. We are very similar to Mississippi in size of the forest industry in terms of forest lands. With a proper support for R&D and for issues favorable to agribusiness in Louisiana, there is no reason why we cannot at least be equal to their forest industry.

The state should be encouraged to support the Forestry Productivity Program and expand forestry programs using extension, research and teaching to develop employment opportunities in the forest products industry.

**2. State government should facilitate the development of an organizational structure that results in a focused program to enhance business and university resources devoted to growth opportunities in the field of bio-based fuels, power and products.** Louisiana has a seldom acknowledged advantage ranging from climate to fledgling private sector and university interaction. Louisiana in 2001 ranked ninth in the nation in bio-energy generation. Bio-industry developments would involve most parishes as suppliers of agricultural and forestry biomass, locales for value added processing businesses and/or recipients of bio-based products. While there is potential for use of biomass resources such as agricultural and forestry waste byproducts to serve a fledgling industry, attention must include an energy crop strategy. Government and industry have an opportunity to further structure a working relationship that builds on an admirable top ten ranking. Key elements of a more focused approach would include:

- Explore means by which to participate in the president's 1999 executive order 13134 – Developing and Promoting Biobased Products and Bio-energy, Triple Biomass Use by 2010.
- Fully utilize incentives available in the U.S. Department of Agriculture and U.S. Department of Energy for bio-fuels, bio-power and bio-products. For example, Section 9008 of the Farm Security and Rural Investment Act of 2002 includes significant programming in the areas of Biomass Research and Development.
- Challenge Louisiana's universities to continue leadership already demonstrated in this emerging development opportunity. The LSU AgCenter and Southern University have partnered with several other universities in the South Central Region to develop a Sun Grant Initiative for congressional consideration. This renewable energy and Biobased initiative is viewed as value added agriculture to stimulate the agricultural and industrial development of rural America. Additional organizational capabilities such as the Louisiana Biomass Council exemplify higher education's potential role.



- Utilizing all means available to incorporate industry leadership in the state's organized response to bio-industry market potentials. Many Louisiana companies have demonstrated significant abilities in getting the state to a top ten ranking. This is a base from which Louisiana can make rapid progress.

In order to provide planners with examples of specific actions or blue prints for the next 20 years, the Agribusiness Task Force has listed **13** examples of recommended projects for Louisiana. The list is not necessarily in priority, or is it exhaustive of needed areas of attention for the further development of the renewable resources of agriculture, forestry and fisheries. Hopefully, the list will inspire action(s) on the part of the administration and the legislature.

***Agricultural Research and Development.*** Just as R&D is essential for the success of national and multinational corporations, so is agricultural research and technology transfer essential for the continued success of agricultural production and the establishment of appropriate agribusinesses in Louisiana. And, public supported agricultural research benefits the consumers by providing good, wholesome and safe food and fiber at an affordable price. It is also a factor in the national security of our nation. Recent national studies revealed that annual rates of return from agricultural research, including development implementation and subsequent spin-offs, range from 17-31 percent. Given the potential which exists for further processing of Louisiana's agriculture, forestry, and fisheries, investment in research and development is good business and results in improved economic viability.

Unfortunately, given the present budget situation, greater state support for agricultural research and development is unlikely to happen unless decision makers determine that this is a vital section of Louisiana's economy. Unless something happens to change this, then no new support is anticipated at any significant level. New dollars for R&D are then most likely to be generated through funding by private entities. The downside of this is that these entities will be poised to bring new technologies to market, but most of the funding will come from out of state and this means that new technologies resulting from the research will be commercialized out of state.

Louisiana has the opportunity to recognize these needs by properly funding the LSU Agricultural Center, the Pennington Center at Baton Rouge, the Gulf South Research Center at Lafayette, and other appropriate research at other universities. Likewise, the university researchers need to understand the important part they play in developing new technologies. Furthermore, the relationship among technological developments, venture capital, and the development of agribusinesses must be better understood.

In addition to the current status of Louisiana agriculture, the developments in the exciting fields of biotechnology (and they will be greater in the coming years) and the need for environmental friendly agricultural production and agribusinesses, the anticipated growth in the renewable resources of agriculture, forestry and fisheries will be of great significance to Louisiana. But, public funding R&D is a must!

**Develop strategic plan for Legislative appropriations for University technical assistance for research and development agribusiness projects of high priority .** The LSU Agricultural Center, a campus of higher education, among its' many statewide duties, has the primary

responsibility for research and development of agribusiness in Louisiana. Because of the governing structure of higher education in Louisiana, this campus presents its' budgets for approval to the LSU Board of Supervisors, then to the Louisiana Board of Regents, and finally to the Legislature. Legislative consideration of this budget is restricted to that approved by the Louisiana Board of Regents. If high priority needs of agribusiness relating to research and development from the university research and development are not approved or included as it goes to the Legislature from the Board of Regents, there are no public funds appropriated to support the R&D for potentially economic important agribusinesses. That presents a delay and problem in developing economically viable agribusinesses from the vast renewable resources of Louisiana (agriculture, forestry, and fisheries).

That constraint means that opportunities to respond to demonstrated agribusiness needs; House and Senate Concurrent Resolutions for agriculture, forestry, and fisheries agribusinesses (such as the Red River project and the wood utilization project that were House Concurrent Resolutions in the early 1990's); and other emerging opportunities, requiring assistance from the LSU Agricultural Center and other universities, would be delayed a minimum of 1-2 years before even presenting a budget request to the Legislature.

*The LADEC Agribusiness Task Force recommends that the present limitations imposed by the Board of Regents as described above be relaxed for priority agribusiness projects of significant economic and competitive nature when (1) there is a Legislative demand for the initiation and study of such agribusiness projects requiring technical assistance from the LSU Agricultural Center and other universities, or (2) that **priority unmet technical needs of the agricultural, forestry, and fisheries agribusiness considered essential** are presented and approved by the LSU Board, other appropriate higher education Boards, and the Regents, even if that action takes place after the preliminary budgets have progressed for presentation to the Legislature. Obviously, this action would have to take place before the Legislative Session each year.*

**Agricultural Processing.** Louisiana agricultural products represent a significant part of the state's economy. Further processing of agricultural, forestry, and fisheries product will change Louisiana from an exporter of raw agricultural, forestry, and fisheries products to value added exports. The history of further processing of these products in Louisiana has not been good. Instead, we have depending on out of state processors for most of our renewable resources that are produced in abundance here. To convert Louisiana from an exporter of raw agricultural products into an exporter of processed products of high value added will significantly expand the state's economic base. To accomplish this, the state must encourage and support the development of processing plants in Louisiana.

Louisiana needs to create incentives for agricultural, forestry and fisheries processing facilities and processing plants to locate in Louisiana. Louisiana economic development efforts as a whole are conducted lacking the funding available in competing states. Major agricultural processors locate near the source of the raw product first, but that is balanced by the consideration of economic incentives offered by the locality. Other states have "out-bid" Louisiana in terms of these incentives and assistance. Of course the help from local and state sources benefit the manufacturer, but the local and state governments benefit through larger tax bases and employment. The lack of processing facilities for the major plant and animal industries in this state is very evident. The potential is also just as evident.

In addition to the factors above, venture capital and grants are essential to the healthy start up of new agribusinesses. Businesses should be more informed on how to access these resources.

There are many factors impacting the location of processing facilities to Louisiana. The number one criterion is the availability of a large, but well trained labor source. Louisiana has many small communities with double-digit unemployment and the educational system in this state is being greatly improved with the goal of providing training for such workers. Available land for various size industries is another factor. Louisiana has that flexibility. Water resources for processing and waste disposal from the processing facilities are extremely important. At this point, the latter is more of a problem than the water resources. Technology is addressing the waste disposal problem. This is evidenced by on-going research by the LSU Agricultural Center and the private sector.

The two largest commodities that have effectively used further processing for value added are the forestry (wood products) industry and the poultry industry. They rank number one and two respectively in further processing for added value. Dairy is another industry that depends on further processing. But, the opportunity for value added is present for all of our commodities in Louisiana. Examples are the aquaculture industry, the gulf coast fisheries, commercial vegetables, beef, cotton, soybeans, and others.

The Food Science Department at LSU is the primary source of university-based food technology. Additionally, the LSU Food Science Department is the only institution in the state that is recognized by the Institute of Food Technologists (IFT). The IFT is the leading national association of industry food technology professionals. The annual budget of the LSU Food Science Department is \$344,000. To adequately support the food technology cluster in Louisiana, approximately \$1.5 million in additional funding is required.

***Training for Agricultural Production, Processing, Marketing and Exporting.*** It is obvious that just it is necessary to train people for the high tech industries sought by Louisiana, training is essential for high tech, high value agriculture, processing, and marketing. The necessary training may be a function of trade schools (or regional colleges); short courses by 4-H and FFA; Louisiana Cooperative Extension Service; internships with agribusinesses or processors; special agricultural high schools such as the one started in Avoyelles Parish; community colleges; universities; or even MBA programs. The training should consider all the factors involved in these activities, from hands-on work and skills, to computer and technology, and to business and managerial skills.

Young people with an entrepreneurial spirit need to be identified and nurtured. They may be found in high schools, colleges, universities, or like non-traditional students, in areas adjacent to the development of agricultural, forestry and fisheries agribusiness development. They need to receive the necessary fundamentals that will help them succeed and avoid business pitfalls. There are many opportunities to achieve this training, but perhaps a basic need might be met at the trade schools and by associate degrees in agribusiness at the university level, as well as at the two-year schools.

**Develop a state strategy (communication) for recognition of the importance, need, and recruitment of agricultural, forestry, and fisheries agribusinesses in Louisiana.** If Louisiana's natural renewable resources are put in their proper perspective and economic impact, then our

apparent search for **high tech** industries should be properly balanced with our obvious wealth of agriculture, forestry, and fisheries renewable resources, which can be developed into both **high tech and high value agribusiness**. Unfortunately, in our attempt to locate high tech industries in Louisiana, we failed to realize that we are not yet competitive with the Golden Triangle of North Carolina or the Silicon Valley of California. Fortunately, however, Louisiana is improving in the development and search for these industries.

We do have abundant agricultural, forestry, and fisheries resources. There is a great opportunity to expand agribusinesses for those resources. Transportation by water is a unique resource available to us for these renewable resources. If in doubt, evaluate the international agricultural and food trade transported by the Mississippi river. It is the largest segment of our national exports. Air transportation is likewise excellent for national and international trade areas. Our improving road system, both state and federal, is also an asset to national trade because of our geographical location.

*The LADEC Agribusiness Task Force recommends that in Louisiana's quest for economic development, that we not ignore the role of agribusinesses to our state. We encourage more support for Departments such as the Department of Agriculture and Forestry as they actively seek agribusiness development. Further, we recommend that the Department of Economic Development devote more resources and time to agribusiness recruitment. We petition all state agencies to seek opportunities for significant development of our renewable, value added agriculture, forestry and fisheries. We ask that the legislative and administrative branches of government place emphasis on agribusiness development through all avenues available to them, in addition to the desire for high tech opportunities that exclude agriculture, forestry, and fisheries.*

The Agribusiness Task Force believes there is a huge communication gap between the producers of food and fiber in Louisiana and the consumers. The gap is the lack of understanding by the public as to who are the producers of the food they eat and the houses where they live. Everyone in Louisiana should feel as though they have a personal stake in the success of agriculture in our State. How we communicate this is a major issue.

**Promotion of Louisiana Exports.** The conditions for export of Louisiana products to international markets by small businesses holds enormous potential and promise as a strategy for economic development at this time. It is important to exploit this unique window of opportunity where free trade conditions in international markets have coincided to augment the state's natural advantages for exports.

During the last decade, foreign trade was the fastest growing sector in the world economy. In the U.S. economy, foreign commerce will continue to be the fastest growing sector according to the projections of the U.S. Bureau of Economic Analysis. Among other advantages are the strategic locations of Louisiana in close proximity to Latin American and the Caribbean countries with complimentary economies for trade and the system of deep-water ports geared for efficient handling of exports.

The Port System. Louisiana is endowed with an efficient domestic transportation network and a deep-water port system to handle foreign commerce. Located at the confluence of the world's largest inland waterway system and supplemented by a network of highways and railroads, ports

located on Lower Mississippi handle more than 400 million tons of cargo each year. According to the U.S. Army Corps of Engineers, Louisiana ports handled 104.5 million tons of exports in 1997 ranking as number one in the union. Texas was ranked second with 54.6 million tons. The Ports of South Louisiana and New Orleans ranked as the largest tonnage ports in the nation. The largest single commodity handled was agricultural grains and farm products accounting for 156.5 million tons in 1997. The port industry together with other water related industries such as oil and gas, and chemicals comprise the largest economic sector in the state. The port infrastructure developed by the private and public sector participation on the Lower Mississippi remains the largest and most efficient bulk cargo operation in the world.

In addition to bulk cargoes, a significant amount of container cargo handling takes place at the Port of New Orleans and Lake Charles. The deep-water ports provide easy access to the farmers in the Mid-West, but also could function to facilitate exports of Louisiana products. The State of Louisiana must monitor and support port development.

**The Institutional Infrastructure for New Exports.** The physical infrastructure described above could be used for planned exports with several adjustments. However, the institutional infrastructure of the existing system is geared to large-scale operations essentially managed by multi-national firms. Therefore, in addition to the production activities, the development of an efficient institutional framework is of high priority. As international trade is highly competitive, an institutional framework, including efficient small businesses with foreign connections, flexible banking policies for export financing, marine insurance, freight forwarding and shipping services are precursors of the industry. A comprehensive public program to assist small businesses is necessary for this purpose.

**Wetlands Research, Technology Transfer, and Policy.** Over 75 percent of Louisiana's 13.3 million acres of coastal wetlands are privately owned. These landowners are increasingly faced with constraining regulatory actions and are in dire need of economic investments that maintain the environmental integrity of their wetland resources. Although the state is a national leader in wetland restoration through programs such as the Breau Act and the Wetland Reserve Program, Louisiana also lead the nation in annual wetland loss, estimated at 25 - 35 square miles annually. Such losses impact not only Louisiana, but the national economy as well. Additional measures are needed to ensure that these wetland resources maintain their link as a viable contributor of fisheries, petroleum, water-borne commerce, recreation, and environmental benefits. This includes research, the extension of this research to wetland needs, development of related agribusinesses, and continual policy review of issues affecting Louisiana wetlands.

***Expand research and development of the aquaculture and fisheries industry.*** In terms of total acres devoted to aquaculture, Louisiana leads the nation. That is primarily due to the approximate 85,000 acres in crawfish. The acreage in crawfish has declined during the last two years due to several problems, including exceedingly dry weather in late summer and early fall; marketing problems associated with imports, etc. The catfish industry began in the 1960's in Louisiana, but has failed to expand as anticipated. It is the largest finfish industry in the state.

**The Louisiana Aquaculture Task Force published both executive and comprehensive reports in September 2000 listing 20 recommendations with suggested actions.** That executive summary was printed in quantities sufficient for wide distribution. Copies were distributed to the Louisiana Legislative members, associations, universities, and individuals.

Copies are available by contacting the Louisiana Department of Agriculture and Forestry, or the Aquaculture Research Station, LSU Agricultural Center.

The potential lies in focusing fisheries-based expansion efforts on the recreational use of some resources. Finfish resources are increasingly valued by residents and visitors. The result is economic impact potential associated with tourism and leisure time businesses. Louisiana has the most generous recreational bag limits among Gulf coast states. Proper management of the resources and an acknowledgement of the growth prospects for marine recreational businesses will serve the state well.

***New, expanded commodities and new products.*** Research and development on non-traditional agricultural products is essential as we develop Louisiana's renewable resources during the next twenty years. Global market research into non-traditional agricultural products is rapidly growing in the food sector, such as functional foods, herbs and nutritional items. Plant medicinal research is not just relegated to China or other parts of the world, but also to Louisiana. The potential for expanding current agricultural products into value added food ingredients (i.e., rice flour to rice starch and others). Cultural specific food items are growing in Louisiana. Specialty commodity markets such as mushrooms; organic fruits, vegetables and grains; sod or turf; small fruits; and similar commodities have a role in Louisiana in addition to our large-scale production agriculture. And, each of these areas provides an opportunity for agribusinesses and economic development.

**E-commerce in agribusiness.** The role of e-commerce in food production and processing is now appropriate for Louisiana. How can e-commerce be utilized in the marketing of products or the purchase of inputs to increase viability of the food/food technologies sector of the State? Are markets and product, heretofore outside the reach of local firms, now available with the advent of e-commerce. Assistance in development of this concept is a joint private/public effort.

**Development of new plant and animal industries in Louisiana.** The commercial vegetable industry and the pork industry are examples where these are major industries in many states, but not in Louisiana. The LSU Agricultural Center has extensive work underway in both involving research and outreach, or extension. The Department of Agriculture and Forestry has made many attempts to recruit these agribusinesses to Louisiana, even to the extent of helping a vegetable processing plant get established in Rapides Parish, and then managing it during difficult times. To continue to ignore these opportunities result in other states accepting the challenge, and consequently, benefiting economically.

***Development of a Water Resources Master Plan for Louisiana.*** The issue of water for agricultural uses has been heightened in recent years as a result of the recurring drought conditions and increased industry, urban and agricultural usage. A here-to-fore limited concern relative to use and the availability of water has become an issue that will affect production agriculture, industry, and rural and urban municipalities. Water has been a national concern for many years, **but it has not been a major item on the public agenda for Louisiana until 2001 when it gained statewide attention and legislative action.**

The concern is ownership rights of ground and surface water, and the quantity and quality of this water. A major state effort needs to be continued to outline and explain current laws affecting

use and ownership and to develop proper guidelines and legislation, if needed, that is fair to all concerned.

The economic well being of the state is in direct proportion to the level and quality of management of Louisiana's water resources. Multipurpose utilization of surface water is essential to create economic enhancement of agriculture, industry, municipalities, recreation, fish and wildlife. Groundwater quantity and quality must be protected. On the other side, excessive surface water must be handled in such a manner as to prevent property damages.

The state is traversed by thousands of miles of rivers, bayous, man-made waterways, levees and pump systems. Historically, the designs of water systems focused on the removal of excess water to prevent damage to property. Major changes have occurred throughout the state during the past 50 years since those systems were installed. Many of these changes were brought about by new laws governing the uses of land and water resources and by increased demand for water.

The state is at a major crossroad in the management of its water resources. The recent focus on groundwater resources and planning usage is commendable. Louisiana's economic development efforts will benefit from being able to convey to current residents the business community and prospective business investors that water resources access and usage are receiving a deserved public management focus. No single state agency is coordinating or directing statewide project activities involving water resources by local, state or federal agencies.

It is appropriate for this issue to **continue** be brought to the attention of both the private and public sectors. The development of such a plan will not be easy, but it should begin to happen with all sectors involved in discussions leading to a water resources master plan for Louisiana.

**Addendum to  
Agribusiness Task Force Specific Recommended Action Items  
For Action Plan 2003**

**Ag/Food/Forestry Cluster Issues  
Submitted to LAEDC, August 8, 2002  
Kelsey Short, Louisiana Department of Economic Development**

1. The Food Processing Industry met in 2002 and identified 5 key challenges:
  - ✓ food safety and security
  - ✓ regulatory compliance
  - ✓ research and development
  - ✓ marketing issues
  - ✓ workforce training
2. Many of the industries in the Ag/Food/Forestry sector are mature industries, a key issue is business retention. For the Louisiana manufacturing facilities to survive and remain competitive, they will need to continually reinvest in new equipment and technology. Much of this modernization will result in efficiencies and net reductions in jobs. Without the modernization, the manufacturing facility runs the risk of a complete closure. However, there are no incentives to encourage capital upgrades unless the investment results in a net gain in jobs.
3. An ownership and entrepreneurial mentality needs to be fostered through programs and incentives that encourage ESOPs (Employee Stock Ownership Programs). With only one Fortune 500 company, Louisiana operates as a colony with much of the state economy controlled by out of state interests.
4. An expansion of an in-state investment banking and venture capital industry is an important element to grow in-state ownership and control. The CAPCO program, by allowing tax credits solely for insurance companies, kept the same CAPCO companies in position. An Angel/Seed program that allowed tax credits to be sold to private individuals and companies would open up the arena to new participants and new sources of capital.
5. To encourage the expansion of value-added processing of raw agriculture materials, legislation similar to Oklahoma and Missouri should be adopted that offers aggressive tax credits of 30 to 50 percent for new investments in targeted, value-added industries.
6. The products and services offered through LEDC (Louisiana Economic Development Corporation) need to be evaluated for the value to economic development and compared to SFA, State Dept. of Agriculture and USDA for their competitiveness and product differentiation.
7. A program and funding mechanism needs to be established for specific project feasibility studies. For example, the beef cattle industry attempted to locate funding for a \$75,000 study to assess the feasibility of a new packing plant. While they searched for funding, the state of Mississippi announced the new construction of a similar facility that effectively killed the project in Louisiana, due to limited regional availability of cattle. Mississippi aggressively pursued the project with feasibility funding and infrastructure grants.
8. The state business community harbors an extreme dislike towards the Louisiana Department of Revenue. Several business leaders have stated that they will expand outside Louisiana due to the anti-business attitude exuded from the Louisiana Department of Revenue. A possible solution is to formulate and conduct a customer satisfaction survey. This could be done by a non-governmental third-party entity with input from business leaders. Results should be tracked and aggressively publicized.



## **Overview of Environmental Technology Cluster Development Plan**

### **Premise**

Louisiana is uniquely positioned to become a global powerhouse in the field of Environmental Technology (ET). Our strong base of heavy industry, the Mississippi River that drains 2/3 of North America, our vast wetlands and the longest coastline in the U.S. provide the ideal living laboratory for our scientists and practitioners as they work out the future of ET. Our industry has a long history of environmental improvement, led by the petrochemical industry that has had a greater reduction of emissions in the past decade than any other state while simultaneously increasing Gross Sector Product. This proven track record further positions our state as the stand-out leader in the field of Environmental Technology. Now is the time to focus our resources on entities that are actively developing solutions to environmental concerns faced by our resident industries and our communities.

### **Outcome**

The goal of Louisiana's economic development activity in Environmental Technology is to position Louisiana as the premier source for Environmental Technology solutions on a global basis. A critical mechanism for achieving this goal is the creation and implementation of the Louisiana Environmental Technology Center of Excellence, which will be the coordinating point for cultivating applied research and development, entrepreneurs, innovation and commercialization.

### **Method**

Environmental Technology spans three distinct sectors in Louisiana.

- Environmental Activists, including regulatory agencies, act as watchdogs to ensure that potential sources of emission conform to national and state regulations and that our natural resources are preserved in their most natural state. Activist entities help catalyze industries' desire to protect the environment into measurable action.
- Environmental Service companies provide laboratory and consulting services that enhance the ability of their clients to quantify, understand and improve the nature of their products, byproducts and sources of emissions. Service companies help define the issues, frame the problems and recommend potential solutions.
- Environmental Products companies create physical, technological and commercializable products and services aimed at reducing emissions and/or solving problems encountered by industry, communities and the natural environment.

While all three sectors provide critical components to the success of our ET industry, it is the Products Sector that is the driver behind environmental improvement in the state. Activists can watch and alert us to problems, but without solutions, improvement will not be achieved. Service companies can analyze and recommend, but again, without commercial ready, solutions-oriented products, no gains will be made. As new products are created to address the concerns of industry and communities, supporting services also grow, regulation is created mandating best practices and both communities and industry benefit. Louisiana, therefore, should focus its resources on expanding and enhancing our existing base of Environmental Products providers.

The existing ET Products talent pool in Louisiana spans researchers from university, industry-based Ph.D.s and experienced plant employees working on inventions from their garage. For the most part, the talent pool is fragmented and unfocused. Separate efforts toward the same goal are unknown by others pursuing similar technologies. Issues that cause great concern are going unnoticed by researchers that could make progress toward a solution. No central mechanism exists for collaboration among researchers. No state priority for ET commercialization exists, and no clearing house for grant money or other resources is available.

Louisiana, therefore, needs to focus its attention on this industry sector for which it is so well positioned to excel by implementing an effective coordinating infrastructure.

We need to create an entity around which ET researchers and products-oriented companies can rally and work together to gain synergy. We need to frame and conduct a strategic research and development agenda focused on commercialization. We need to provide an available capital clearinghouse, including a grant writing service, as well as assistance in seeking other sources of capital. We need to insist that university research is focused on problems faced by industry and communities and places a priority on carrying the research through to commercialization. We need to provide technical business support to our ET entrepreneurs, including activities such as commercialization 101 workshops and mentoring networks. And we need to do all of this in a high profile way that will garner the attention of the global community. This is the purpose of the Louisiana Environmental Technology Center of Excellence that is proposed for our state.

## **Streamlined Sales Tax Project**

### **Report on Vision 2020 Objective 2.9, Program Strategy 3**

**Prepared by  
The Louisiana Department of Revenue**

**December 2, 2002**

## **Introduction**

This is an analysis of the Constitutional and statutory changes that will be necessary for the State of Louisiana to conform to the terms of the Streamlined Sales and Use Tax Agreement approved by the Streamlined Sales Tax Implementing States on November 12, 2002. It does not include the regulatory, internal policy, or computer programming and system changes that will be necessary for the state to comply with the Agreement.

All member states adopting the agreement must be “substantially compliant” with each of the requirements set forth in the Agreement. (Section 805: Compliance.) The Agreement contains 12 articles and three appendices. Many of the articles address the terms under which the multistate agreement will operate and be governed. Only Article Three, “Requirements Each State Must Accept To Participate,” and Appendix C, “Library of Definitions,” contain items relating to tax administration that must be addressed in the state’s Constitution or statutes. Other items can be addressed through regulations or internal policies.

This initial proposal is not a final report. As the Agreement language is compared to Louisiana’s current statutes, new ideas will be generated on how to most efficiently conform our statutes to the requirements in the Agreement. Additionally, some items may be resolved without Constitutional or statutory changes. For example, ongoing discussions between the Department of Revenue and local governing authorities could resolve the need for amending Article VI, Section 29(A) of the Constitution, the provision granting governing authorities of political subdivisions the right to both levy and collect sales and use taxes. Instead, R.S. 47:1515, which allows governing authorities of political subdivisions to contract with the secretary of the Department of Revenue to collect and enforce the collection of local sales and use taxes, may be invoked to provide state level administration of all sales and use taxes collected within the State of Louisiana. (Section 301: State Level Administration.)

Agreement Provision	Legislation Required
<p>Section 301 State Level Administration</p>	<p>La. Const. of 1974, Art. VI, § 29(A)—amend and obtain voter approval of changes to specify that sales taxes are collected and administered by state-level authority.</p> <p>R.S. 33:2711 through 2716.2—amend to restate that sales taxes are collected and administered by the state-level authority.</p> <p>R.S. 33:2717.1 through 2717.18 and R.S. 33:2738.25 through 2738.82—amend procedures related to the issuance of bonds and provide that revenues to pay bonds will be collected and administered by the state-level authority and provide for the continued security of bonds already issued once state-level authority is instituted.</p> <p>R.S. 33:2718 through 2738.24—amend to restate that sales taxes are collected and administered by the state-level authority.</p> <p>R.S. 47:302(K)—Under a voluntary Streamlined Agreement will need to amended to exempt sellers voluntary participating in the system from this provision; under a mandatory Streamlined Agreement approved by Congress must be repealed.</p> <p>R.S. 47:1502.1(E)—amend to provide that the taxes levied by the Board of Levee Commissioners of the Orleans Levee District will be collected by the state-level authority.</p> <p>R.S. 47:1515—amend the provisions allowing a voluntary contract between the governing authorities of political subdivisions and the secretary of the Department of Revenue to reflect the central collection by the state-level authority.</p>
<p>Section 302 State and Local Tax Bases</p>	<p>Goal: unify the exemptions that apply at either the state or local level so that the same items are either taxed or exempted uniformly.</p> <ol style="list-style-type: none"> <li>1. R.S. 47:305.37—amend to make exemption applicable to diesel fuel, butane, propane, and other liquefied petroleum gas used for “farm” purposes also applicable at all local levels. This is currently an optional exemption at the local level.</li> <li>2. R.S. 47:302(Q), 321(H), and 331(O) and R.S. 47:305(D)—amend to provide equal treatment of the exemptions for medical items such as medical devices and prescription drugs, which are exempt at the state level and taxed at the local level. The state level exemption currently applies to: drugs (R.S. 47:305(D)(1)(j)); orthotic and prosthetic devices and wheelchairs prescribed by physicians (R.S. 47:305(D)(1)(k)); ostomy, ileostomy or colostomy devices (R.S. 47:305(D)(1)(l)); patient aids (R.S. 47:305(D)(1)(m)); and medical devices used exclusively by the patient (R.S. 47:305(D)(1)(s)). Repeal R.S. 47:305(D)(5).</li> </ol>

Agreement Provision	Legislation Required
Continued—Section 302 State and Local Tax Bases	<p>3. R.S. 47:305(D)(4) and R.S. 47:305(D)(1)(n) through (r)—amend to make suspension of exemption on taxation of food items apply to all local levies. Some local jurisdictions exempt food from the sales tax.</p> <p>4. R.S. 47:305(D)(1)(a) through (d)—amend to provide equal treatment of the taxation of utilities. This is currently a suspended exemption and taxed at the state level only, according to R.S. 47:302(Q), 321(H), and 331(O).</p>
Section 303 Seller Registration	No statutory changes necessary; there is no current statutory requirement that application for sellers to register with DOR.
Section 304 State and Local Tax Notice and Effective Dates	Adopt Agreement language in Subsection B into a new statute to provide for the effective date of changes in the rates for services. This will address telecommunication billings.
Section 305 Local Rate and Boundary Changes	<p>R.S. 33:2718.5—amend to provide for effective date for local tax levies to give sellers at least 60 days notice of rate changes with an effective date on the first day of a calendar quarter; give printed catalog sellers 120 days notice of rate changes; and give sellers 60 days notice of boundary changes.</p> <p>Adopt Agreement language for the five and nine digit zip code system, defaulting to lowest rate.</p>
Section 306 Relief from Certain Liability	No statutory changes necessary; there is no current statutory requirement that makes dealers liable even if state provides erroneous data.
Section 307 Database Requirements and Exceptions	No statutory changes necessary.
Section 308 State and Local Tax Levies (Rates)	<p>Goal: bring variations at the state level to the standard four percent rate.</p> <p>Constitutional Amendment 2 (Stelly Plan) approved November 5, 2002, provides the following references:</p> <p>1. “Food for home consumption” as defined in R.S. 47:305(D)(1)(n) through (r) on January 1, 2003.</p> <p>See discussion on page six, below, of food as a product definition. In order to comply with Agreement, all food-related definitions in the Streamlined Sales and Use Tax Agreement will have to be adopted in lieu of the definitions provided at R.S. 47:305(D)(1)(n) to (r), which define “food sold for preparation and consumption in the home,” “dairy products,” “soft drinks,” “fresh fruits and vegetables,” and “package foods requiring further preparation by the purchaser.”</p>

Agreement Provision	Legislation Required
Continued—Section 308 State and Local Tax Levies (Rates)	<p>2. Natural gas, electricity, and water sold directly to the consumer for residential use</p> <p>Section 308(C) of Agreement provides that sales and use taxes of electricity, piped natural or artificial gas, can have multiple state and local sales and use tax rates, so the passage of the language addressing “natural gas and electricity” in the Stelly plan does not conflict with the Agreement. Nor does the reference to “water” conflict with the Agreement. The Stelly Plan removes the four percent state sales or use tax imposed on water; local taxing jurisdictions were already prevented from taxing water according to R.S. 47:305(D)(1)(c).</p> <p>3. Prescription drugs</p> <p>Prescription drugs are exempt at the state level, but taxed at the local level. (See discussion of medical terms on pages two and seven.) In order to comply with Agreement, R.S. 47:302(Q), 321(H), and 331(O) and R.S. 47:305(D)(4) will need to be amended to provide equal treatment of the exemptions for medical items (such as medical devices and prescription drugs) between the state and local bases.</p> <p>Other affected statutes as follows:</p> <p>R.S. 47:331(Q)(2)(a) and (b) (as provided in Act 22 of the 2002 Regular Session, but now overridden by provisions of Stelly Plan)—repeal to bring the taxation of food for home consumption and utilities to the standard four percent state sales tax rate.</p> <p>R.S. 47:321(A)(1)—amend language to state that the one percent tax levied under that section applies to prepaid telephone calling cards.</p> <p>R.S. 47:321(C)—amend language becoming effective April 1, 2004, to state that the one percent tax levied under that section applies to telecommunication services.</p> <p>R.S. 47:302(C)(2)—repeal language becoming effective April 1, 2016, which removes the two percent tax levied under that section from applying to telecommunication services.</p> <p>R.S. 47:302(Q), 321(H), and 331(O)—amend to state that the suspension of exemptions provided in these sections must be passed uniformly so that there is no deviation from the standard four percent state sales tax rate.</p> <p>R.S. 33:2711 to 2711.17 and R.S. 33:2721.1 to 2721.12 and R.S. 33:2735.1 to 2738.82—amend to remove variances in levies imposed by school boards, police juries, municipalities, towns, or cities to provide one uniform sales and use tax rate per parish.</p>

Agreement Provision	Legislation Required
Sections 309 to 313 Sourcing Rules	Adopt Agreement language in new statutes in Title 47 for state levies and new statutes in Title 33 for local levies.
Section 314 Enactment of Exemptions	No statutory changes necessary.
Section 315 Administration of Exemptions	Adopt Agreement language in a new statute.
Section 316 Uniform Tax Returns	<p>R.S. 33:2713.1—amend to provide only one state tax return for all jurisdictions within the state for each taxing period.</p> <p>R.S. 47:2720.1—amend to provide that a letter ruling filing must be sent to the state level authority.</p> <p>R.S. 47:2721(A)—amend to specify that only one state level taxing authority will collect returns.</p> <p>R.S. 47:306(A)(1)(c)—amend to provide that one state tax return is filed.</p>
Section 317 Uniform Rules for Remittance of Funds	No statutory changes necessary.
Section 318 Uniform Rules for Recovery of Bad Debts	R.S. 47:315(B)—amend to comply with Agreement language.
Section 319 Confidentiality / Privacy under Model 1	No statutory changes necessary.
Section 320 Sales Tax Holidays	No statutory changes necessary.
Section 321 Caps and Thresholds	<p>R.S. 47:305.25—amend to remove exemption for the first \$50,000 for purchases of: 1) tractors, harvesters, loaders, pickers, hay balers, and attachment; 2) clippers, cultivators, discs, plows, and spreaders; 3) irrigation wells, drives, motors, and equipment; 4) other farm implements and equipment; 5) facilities used to store grain. (Enact a new statute to rebate taxes paid on the first \$50,000 of these items.)</p> <p>R.S. 47:301(13)(c)—amend to remove exclusion for first \$50,000 of farm equipment used for poultry productions from sales and use tax. (Enact a new statute to rebate taxes paid on the first \$50,000 of these items.)</p>
Section 322 Rounding Rule	No statutory changes necessary.
Section 323 Customer Refund Procedures	No statutory changes necessary.
Section 324 Direct Pay Permits	No statutory changes necessary.



**Administrative Definitions**—terms included in this part are core terms that apply in imposing and administering sales and use taxes

Term	Legislation Required
1. Delivery Charges	Adopt Agreement language.
2. Direct Mail	Adopt Agreement language.
3. Lease or Rental	R.S. 47:301(7)(a)—amend core definition of lease or rental to conform to Agreement definition. R.S. 47:301(7)—amend to place exclusions in (b) through (h) into exemptions.
4. Purchase Price	R.S. 47:301(3)(a)—amend to conform definition of “cost price” to Agreement definition of “purchase price.” R.S. 47:301(3)(b)—repeal and move to regulations. R.S. 47:301(3)(c)—amend to make exclusion from “cost price” into an entity-based exemption. R.S. 47:301(3)(d)—move method of calculating cost price of “interchangeable components” to new section of the law. R.S. 47:301(3)(e)—repeal. R.S. 47:301(3)(f)—move refinery gas price to a different statute. R.S. 47:301(3)(g)—repeal. R.S. 47:301(18), 302(A)(2), 302(K), 303(A)(3), 305(C)(2), 305.36(E)(2), 306.1, 307, 321(A)(2), and 331(A)(2)—change references to “cost price” to “purchase price.”
5. Retail Sale	R.S. 47:301(10)(a)(i) and (ii)—amend to comply with Agreement language. R.S. 47:301(10)(a)(iii) and (iv)—delete, move language to regulations. R.S. 47:301(10)(b)—no need to change. Vending machines excluded from the ambit of the Agreement. R.S. 47:301(10)(c), (d), (e)—move exclusions to exemptions. R.S. 47:301(10)(f)—no need to change. Agreement provides that the sales of motor vehicles are sourced according to state law. R.S. 47:301(10)(g) through (s)—place exclusions into exemptions.
6. Sales Price	R.S. 47:301(13)(a) and (b)—amend definition to conform to Agreement definition. R.S. 47:301(13)(c)—eliminate threshold amount for new farm equipment and create credit. R.S. 47:301(13)(d)—move refinery gas to new section of the law. R.S. 47:301(13)(e)—amend to conform to Agreement definition. R.S. 47:301(13)(f)—move funeral directing services to a new section of the law.

Term	Legislation Required
7. Tangible Personal Property	<p>R.S. 47:301(16)(a)—core definition of tangible personal property already contains Agreement definition.</p> <p>R.S. 47:301(16)—amend to make the exclusions in (b)(iii), (c), (e), and (f) into exemptions.</p> <p>R.S. 47:301(16)(d)—move to R.S. 47:301(14)(i), regarding sales of telecommunication services.</p> <p>R.S. 47:302(16)(b)(i) and (ii)—move to regulations.</p> <p>R.S. 47:301(16)(h) (i) to (iv)—delete language excluding custom computer software from tangible personal property.</p>

**Product Definitions**—terms included in this part are used to exempt items from sales and use taxes or to impose tax on items by narrowing an exemption that otherwise includes these items

Term	Legislation Required
<b>Food</b>	
1. Alcoholic Beverages	Adopt Agreement definition in a new statute specifically for sales and use tax purposes only.
2. Food and food ingredient	<p>Constitutional Amendment 2 (Stelly Plan) references “food for home consumption” as defined in R.S. 47:305(D)(1)(n) through (r) on January 1, 2003. R.S. 47:305(D)(1)(n) to (r), defines “food sold for preparation and consumption in the home,” “dairy products,” “soft drinks,” “fresh fruits and vegetables,” and “package foods requiring further preparation by the purchaser.”</p> <p>In order to comply with Agreement, all food-related definitions in the Streamlined Sales and Use Tax Agreement will have to be adopted in lieu of the definitions provided at R.S. 47:305(D)(1)(n) to (r).</p>
3. Prepared Food	Adopt Agreement definition and repeal R.S. 47:305(D)(3), which provides for food sales by restaurants, etc.
4. Tobacco	Adopt Agreement definition in a new statute (specifically for sales and use tax purposes only).
<b>Medical Terms</b>	
5. Dietary Supplement	Adopt Agreement definition in a new statute.
6. Durable Medical Equipment	<p>Adopt Agreement definition.</p> <p>R.S. 47:305(D)(1)(l)—repeal “ostomy, ileostomy, or colostomy devices.”</p> <p>R.S. 47:305(D)(1)(m)—repeal “patient aids.”</p>
7. Drug	Adopt Agreement definition at R.S. 47:301(20), which currently defines “drug.”
8. Grooming and Hygiene Products	Adopt Agreement definition in a new statute.

Term	Legislation Required
9. Mobility Enhancing Equipment	Adopt Agreement definition. R.S. 47:305(D)(1)(k)—amend “wheelchairs and wheelchair lifts prescribed by physicians or licensed chiropractors.” R.S. 47:305(D)(1)(m)—amend “patient aids prescribed by a physician or licensed chiropractor for home use.” R.S. 47:305(1)(D)(u)—amend “adaptive driving equipment.”
10. Over the counter drug	Adopt Agreement definition in a new statute.
11. Prescription	Adopt Agreement definition in a new statute.
12. Prosthetic Device	Adopt Agreement definition. R.S. 47:305(D)(1)(k)—repeal “orthotic and prosthetic devices.” R.S. 47:305(D)(1)(t)—repeal “orthotic devices, prosthetic devices, etc. utilized or prescribed by dentists.”
Software terms	
13. Computer Software	Adopt Agreement definition. R.S. 47:301(22)—amend language adopted in Acts 2002, 1 <sup>st</sup> Extraordinary Session, No. 7, defining “computer software.”
14. Computer	Adopt Agreement definition in a new statute.
15. Prewritten computer software	Adopt Agreement definition. R.S. 47:301(23)—repeal language adopted in Acts 2002, 1 <sup>st</sup> Extraordinary Session, No. 7, defining “custom computer software.”
16. Electronic	Adopt Agreement definition in a new statute.

**ATTACHMENT  
Strategy 1**

**Louisiana Department of Revenue**

**VISION**

To be recognized as a leader in customer service through a unified effort of dedicated employees and continuous improvement.

**MISSION**

To administer applicable laws and collect revenues to fund state operations.

**PHILOSOPHY AND VALUES**

- *Unity*. One team - working together to accomplish common goals.
- *Communication*. An environment that encourages an ongoing creative exchange of ideas between employees and management.
- *Responsiveness*. A focus on identifying and satisfying internal and external customer needs.
- *Professionalism*. A reputation with internal and external customers of fairness, courtesy, and reliability.
- *Integrity*. An ethical standard of honesty and consistency.
- *Trust*. A mutual respect and shared confidence between managers and all fellow employees.

**ATTACHMENT  
Strategy 2**

**Louisiana Department of Revenue**

**Strategy 2, Action Plan 1. - Define role within economic development.**

**Customer service to citizens and businesses:**

- Assisting new businesses and providing education and training through taxpayer assistance, outreach programs, publications, web site, and tax forms.
- Making doing business with the La Department of Revenue easier for citizens and businesses
- Policy statements, publications, forms, and various information are available to citizens and businesses
- Businesses and individuals can electronically file their sales, withholding and individual income tax returns.
- Businesses and individuals have ability to make payments of taxes by e-check or by electronic funds transfer
- Continuous improvement efforts in the processing of payments, returns, refunds, applications for exemptions, etc.
- Vehicle for receiving tax credits, exemptions, and tax rebates granted through tax incentive programs.
- Eight regional offices provide taxpayers easy access to the Department throughout the state.
- Notification/publicity of tax law changes, legislative updates, court decisions, etc. to the public
- Coordination between local tax authorities, the Internal Revenue Service, the state, and local practitioners on taxpayer education and assistance programs.
- Collaborative efforts with software developers to provide tax filing alternatives to filing traditional paper tax returns.

**Strategy 2, Action Plan 2. - Identify elements of economic development that will be addressed.**

1. Customer service
2. Taxpayer education
3. Fairness in the application of tax laws
4. Communication
5. Cash management

**Strategy 2, Action Plan 3. - Identify interagency/inter-institution collaborative projects to further economic development efforts.**

- Department of Economic Development - tax incentive programs
- Department of Culture, Recreation & Tourism - credit for rehabilitation of historic structures
- La Retirement Commission with Lt. Governor's Office - dissemination of information on tax benefits for retirees

**Strategy 2, Action Plan 3 (continued):**

- IRS & Local Governments - taxpayer education programs and VITA (voluntary income tax assistance)

- Streamlined Sales Tax Project - multi-state effort to develop interstate sales and use tax agreement
- Business organizations/associations - outreach programs and liaison meetings
- Asset-based Coalition –The Coalition is composed of local social service agencies, local governments, state agencies such as the La Department of Revenue and La Department of Labor, Internal Revenue Service, financial institutions, and credit counseling associations. The coalition encourages individual self-sufficiency and financial responsibility and is currently operating in Baton Rouge and New Orleans.

## **INDUSTRY-BASED CERTIFICATION**

The Industry-Based Certification Initiative has broadened its scope and efforts over the past year. Let by the nine-member Industry-Based Certification Leadership Council, new contacts with industry groups have been made and new certifications added to the list recognized by the IBC Council. In addition, the partners have increase efforts to develop articulation agreements and coordination among secondary and postsecondary programs.

A newly formed State Heating, Air Conditioning/Refrigeration Advisory Council was formed over the past year to address the needs of the industry. The IBC Council formally recognized four certifications approved by HVAC Excellence. Among the recognized certifications are: Air Conditioning; Commercial Air Conditioning; Commercial Refrigeration; Heat Pump; Gas Heat; Electric Heat; and Oil Heat. HVAC Excellence also provides certification for instructors. At the present time, the HVAC/R Council is surveying membership to determine statewide needs.

Other certifications recognized by the IBC Council and the Louisiana Department of Education are: IC3 (IT – issued by Certiport); Lodging Management (issued by the Hospitality Business Alliance; Horticulture Maintenance (issued by Louisiana Department of Agriculture & forestry, Horticulture Commission); Certified Nursery Professional (issued by the Louisiana Nursery and Landscape Association); and Drafter (issued through the American Design Drafting Association).

The newly formed Health Works Commission (authorized through legislation passed in 2002) is now housed in the Governor's Office of the Workforce Commission). Through the work with the members of the Commission, the Allied Health Workforce Council (also authorized in the 2002 legislation), the Nursing Supply and Demand Commission and the Medical Education Commission, ties to various professional organizations and licensing boards have developed. Among the Certifications recognized by the IBC Council and the Louisiana Department of Education for this year is that of Pharmacy Technician (issued by the Pharmacy Technician Certification Board and the Louisiana State Board of Pharmacy). The upcoming year will bring the recognition of new industry-based certifications in the healthcare field.

The IBC effort gained strength through the approval and implementation of the diploma enhancement, which recognizes the attainment of an industry-based credential by a high school student. By coupling the IBC diploma enhancement to the Minimum Foundation Program schools are rewarded for the number of students obtaining certifications.

The new Work Ready! Certificate Initiative also enhances the value of the Industry-based Certifications. When paired with the IBC, the WorkReady! Certificate addresses the skills gap that exists in our state. The Louisiana Workforce Commission has recognized the WorkReady! Certificate as a credential for the purposes of performance measures (Workforce Investment Act). By doing so, there will be a greater emphasis on Industry-Based Certifications and the WorkReady! Certificate as local workforce investment boards implement this policy. This action better prepares our Louisiana citizens while increasing our performance levels for WIA.

Our goals over the next year are to increase the number of supported industry-based certifications, to build and enhance our industry relations and to sustain the efforts of our state, regional & local partners.

## **Appendix E**

### **About the Louisiana Economic Development Council**



## About the Louisiana Economic Development Council

The Louisiana Economic Development Council (LAEDC) was created by the Legislature in the First Extraordinary Session of 1996 (Act No. 20, H.B. No. 26). Although originally a part of the Department of Economic Development, since 2001 the Council has been under the Office of the Governor. The Legislature made this change to emphasize that economic development is the responsibility of all state agencies, and all are responsible for various aspects of the *Louisiana: Vision 2020* strategic plan.

Governor M. J. “Mike” Foster, Jr. is the chair of the Council. Dennis Lower, Vice President for Planning and Development of the Biomedical Research Foundation of Northwest Louisiana and Director of the InterTech Science Park, serves as the Vice Chair. The Secretary of Economic Development serves on the Council, along with 17 other members representing business (manufacturing, mining, construction, banking, venture capital, and tourism), economic development (with representatives from the five largest urban areas and a rural area), and education.

The Council has recently completed the first update of its original strategic plan for economic development, *Louisiana: Vision 2020, 2003 Update*. This Action Plan is the Council’s fourth annual plan for implementation and to show accountability. It sets out the Council’s recommendations for action in the coming year – actions that will move the state ahead toward the *Vision 2020* goals – and provides an accounting of the progress made toward the recommendations included in the previous action plan. With the publication of the *Vision 2020, 2003 Update*, the Council’s approximately 100 benchmarks for measuring progress toward our goals appear only on the Web (<http://vision2020.louisiana.gov>), so they can be easily accessed and updated. As a result -- and unlike previous action plans -- benchmarks are not printed in this Action Plan.

The LAEDC uses task forces to handle much of the detail work of the Council, including benchmarks and recommendations. The Council’s nine task forces include:

- Agribusiness
- Culture, Recreation & Tourism
- Education/Workforce Development
- Energy & Basic Industries
- Environment
- Finance & Capital
- Infrastructure & Transportation Industries
- Programs, Incentives, Tax & Revenue
- Science, Technology & Diversification

These task forces are chaired by a Council member or his or her designee. Task force members are drawn from around the state and include business, education, and government representatives with expertise in the fields covered by the task force.

The Council uses its task forces to:

- 1) Develop and update benchmarks to monitor progress toward *Vision 2020* goals; and
- 2) Develop recommendations that are presented to the Council as suggestions for inclusion in the Council's annual action plan to the Governor and the Legislature. Together, these recommendations make up the short-term policy and practice agenda for the upcoming year.

A list of the task force members is included at the end of this section.

In addition to the task forces, in 2002, the Council created a Communications Committee. The Communications Committee is organizing the Council to educate the public about *Vision 2020* and work to improve the state's image to citizens within and outside the state by publicizing the positive changes now happening.

This *Louisiana: Vision 2020, 2003 Update* is the Council's first update of the state strategic plan, an update that is required every five years. *Vision 2020* has been and remains a guide for many people throughout the state, who are now working toward the same goals. As outlined in the plan, substantial progress has been made in many areas; however, much remains to be done to make our state *the* place to live, work, visit, and do business. This *2003 Update* provides the common goals, objectives, and benchmarks that will carry us forward for the next five years.

## **LOUISIANA ECONOMIC DEVELOPMENT COUNCIL**

### **Arlena Acree**

*Urban Economic Development Professional*  
Director of Economic Development  
Office of the Mayor, City of Shreveport

### **Donna Carville**

*Manufacturing*  
Dow Louisiana Public Policy/Public Affairs Leader  
Dow Chemical Company, Plaquemine  
Co-Chair, Revenue/Tax & Programs/Incentives Task Force

### **Henry Charlot, Jr.**

*Venture Capital*  
New Orleans

**Katie S. Chiasson**

*Rural Economic Development Professional*

Director, Business and Economic Development, CLECO Power LLC

Crowley

Chair, Environment Task Force

**Michael R. Conwell, Sr. Vice President**

*Banking*

Corporate and International

Hibernia National Bank, New Orleans

**Zazell Dudley**

*Economically Disadvantaged Business*

Dudley Enterprises, Shreveport

**William H. Fenstermaker**

*Mining*

President/CEO

C. H. Fenstermaker & Associates, Inc., Lafayette

Co-Chair, Energy & Basic Industries Task Force

**Honorable M. J. "Mike" Foster**

*Governor, State of Louisiana*

**Adam Knapp**

*Governor's Designee*

Governor's Economic Development Policy Advisor

Office of the Governor, Baton Rouge

**Beverly Gianna**

*Tourism*

Vice President of Communications & Public Relations

Convention and Visitor's Bureau, New Orleans

Chair, Culture, Recreation & Tourism Task Force

**Gregg Gothreaux**

*Urban Economic Development Professional*

President and CEO, Lafayette Economic Development Authority, Lafayette

Co-Chair, Energy & Basic Industries Task Force

**Don Hutchinson**

*Secretary*

Louisiana Economic Development

Baton Rouge

**Victor Lafont**

*Urban Economic Development Professional*

Executive Director

South Louisiana Economic Development Council

Thibodaux

Co-Chair, Science, Technology & Diversification Task Force

**Dennis Lower**

*Professional/Service Community*

*Vice Chair, Louisiana Economic Development Council*

Vice President for Planning and Development

Director, Intertech Science Park

Northwest Louisiana Biomedical Research Foundation, Shreveport

Co-Chair, Science, Technology & Diversification Task Force

**Lloyd “Jimmy” Lyles**

*Urban Economic Development Professional*

President and CEO

Greater Baton Rouge Chamber of Commerce, Baton Rouge

Co-Chair, Tax & Revenue/Programs & Incentives Task Force

**Gregory O'Brien, Ph.D., Chancellor**

*Education*

University of New Orleans, New Orleans

Education/Workforce Training Task Force

Chair, Education/Workforce Task Force

**Ken Roberts, Ph.D.**

*Agricultural Community*

Associate Vice Chancellor & Associate Director

LSU Agricultural Center, Baton Rouge

Chair, Agribusiness Task Force

**John R. Schween**

*Construction*

President

Breck Construction, Monroe

**Bobby Simpson**

*Local Government*

Mayor-President, Baton Rouge

Chair, Infrastructure & Transportation Industries Task Force

## **Cabinet Advisory Group**

The Act that created the Council also created the Cabinet Advisory Group. As outlined in the Act, the Cabinet Advisory Group advises, coordinates with, and provides research, informational, and staff support to the Council. The Advisory Group meets quarterly with the Council to exchange information and facilitate implementation of *Vision 2020* and the annual action plans.

Cabinet Advisory Group members include: Don Hutchinson, Secretary, Department of Economic Development; Lieutenant Governor Kathleen Blanco; Kam V. Movassaghi; Secretary, Department of Transportation and Development; Dawn Watson, Secretary, Department of Labor; Jack Caldwell, Secretary, Department of Natural Resources; Hall Bohlinger, Secretary, Department of Environmental Quality; Gwen Hamilton, Secretary, Department of Social Services; Cecil Picard, Superintendent of Education; Jason Stagg, designee, Department of the Treasury; Mark Drennen, Commissioner, Division of Administration; Bob Odom, Commissioner, Department of Agriculture and Forestry; E. Joseph Savoie, Commissioner of Higher Education; Cynthia Bridges, Secretary, Department of Revenue; Phillip Jones, Secretary, Department of Culture, Recreation, & Tourism; Chris Weaver, Director, Workforce Commission; David Hood, Secretary, Department of Health & Hospitals; Walter Bumphus, President, Louisiana Community & Technical College System; Suzy Sonnier, Director, Children's Cabinet; Richard Stalder, Secretary, Department of Public Safety & Corrections; and James Jenkins, Jr., Secretary, Department of Wildlife & Fisheries.

## **State Agency Representatives to the Council**

State agency representatives were named as staff support to assist the Council in developing *Louisiana Vision 2020*. They are: Adam Knapp, Office of the Governor; Leonard Kleinpeter, Lieutenant Governor's Office; Angele Davis, Division of Administration; Jason Stagg, Department of the Treasury; Eric Kalivoda, Department of Transportation; Alesia Wilkins, Department of Labor; Katherine Vaughan and T. Michael French, Department of Natural Resources; Dr. Charles Killebrew, Department of Environmental Quality; Dr. Bill Miller, Department of Education; Heather Devall, Board of Regents; Frank Millican, Department of Agriculture & Forestry; Jackie Gonzaque, Department of Social Services; Bob Johannessen and Charles Castille, Department of Health & Hospitals; Robert Mehtens, Commission on Law Enforcement; Suzy Sonnier, Children's Cabinet; and Marianne Burke, Department of Wildlife & Fisheries.

## **Louisiana Economic Development Council Office**

The Louisiana Economic Development Council (LAEDC) is housed in the Office of the Governor, P. O. Box 94004, Baton Rouge, LA 70804. Ann Guissinger serves as Director of the Council under contract with the Office of the Governor. The Council office phone number is (225) 342-7015 and the fax number is (225) 342-7099. The LAEDC webpage and the *Louisiana: Vision 2020, 2003 Update* and the Council's annual action plans are found at <http://vision2020.louisiana.gov>.

# **Task Forces**

## **Louisiana Economic Development Council**

### **Agribusiness Task Force**

**Chair:** Ken Roberts

**Dennis Aucoin**, Owner, Slaughter Logging, Clinton

**Greg Benhard**, President, Louisiana Premium Seafood, Palmetto

**Holley Burford**, Dairy Farmer, Gloster

**Rouse Caffey**, Ph.D., Chancellor Emeritus, LSU AgCenter, Baton Rouge

**Sammye Crawford**, Baton Rouge

**Robert Crosby**, Crosby Land & Resources, Mandeville

**Sandy Dooley**, Specialist, LSU Cooperative Extension Service, Baton Rouge

**Ted Gibson**, Senior Vice President, Regions Bank, Monroe

**David Graugnard**, Manager, Certis USA, New Iberia

**Michael Hensgens**, Vice President & Business Manager, G&H Seed Co. Crowley

**Diane Hoffpauer**, The Wright Group, Crowley

**David Lamothe**, Preventive Maintenance, New Iberia

**Kyle McCann**, Associate Commodity Director, Louisiana Farm Bureau Federation, Baton Rouge

**Frank Millican**, Director of Agribusiness, Louisiana Dept. of Agriculture & Forestry, Baton Rouge

**Harvey Reed**, President, Reed's Agricultural Services, New Orleans

**Ken Roberts**, Ph.D., Associate Vice Chancellor & Associate Director, LSU AgCenter, Baton Rouge

**Kelsey Short**, Director, Agriculture, Forestry & Food Technology Cluster, Louisiana Economic Development

**Mike Voisin**, CEO, Motivati Seafood, Houma

**Bobby Yarborough**, CEO, Manda Fine Meats, Baton Rouge

## **Culture, Recreation, & Tourism Task Force**

**Chair:** Beverly Gianna

**Angela Falgoust**, President, Louisiana Association of Convention & Visitor Bureaus & Executive Director, Ascension Parish Tourist Commission, Sorrento

**Beverly Gianna**, Vice President Public Affairs, New Orleans Metropolitan Convention and Visitors Bureau, New Orleans

**Matthew Jones**, Undersecretary, Louisiana Department of Culture, Recreation, & Tourism, Baton Rouge

**Judy Jurisich**, President, Bernard and Jurisich, New Orleans

**Dan Mobley**, Executive Director, Louisiana Travel Promotion Association, Baton Rouge

## **Education Task Force**

**Chair:** Greg O'Brien, Ph.D.

**Chair Designee:** Alan Artibise, Ph.D.

**Alan F. J. Artibise**, Ph.D., MCIP, Dean & Professor, College of Urban & Public Affairs, University of New Orleans, New Orleans

**Al Barron**, Director of Career Services, Southern University, Baton Rouge

**Nancy Beben**, Mathematics Program Coordinator, Louisiana Department of Education, Baton Rouge

**Andrea Benjamin**, Executive Director of Continuing Education, Baton Rouge Community College, Baton Rouge

**P. Edward Cancienne**, Superintendent, St. James Parish School System, Lusher

**Robert J. Clouatre**, Superintendent of Schools, Ascension Parish, Donaldsonville

**Heather Devall**, State EPAS Coordinator, Higher Education Planning Specialist, Board of Regents, Baton Rouge

**Barbara Freiberg**, BESE Staff, Baton Rouge

**Donna Nola-Ganey**, Assistant Superintendent, Office of School and Community Support, Louisiana Department of Education, Baton Rouge

**Meredyth Hudson**, Regional Director, The New Teacher Project, New Orleans, LA

**Keith Johnson**, BESE Board Member, New Orleans

**Jimmy Lyles**, President & CEO, Greater Baton Rouge Chamber of Commerce, Baton Rouge

**William J. Miller**, Ed.D., Executive Office of the Superintendent, Louisiana Department of Education, Baton Rouge

**Mike Mitternight**, President, Factory Service Agency Inc., LABI Education Council, Metairie

**Margaret Montgomery-Richard**, Sr. Vice President for Academic and Student Affairs, Louisiana Community & Technical College System, Baton Rouge

**Bernadette Morris**, Section Supervisor, Louisiana Department of Education, Baton Rouge

**Phyllis Mouton**, Vice Chancellor, Workforce, Corporate and Continuing Education, Interim Executive Director of the BRCC Foundation, Baton Rouge Community College, Baton Rouge

**Greg O'Brien**, Ph.D., Chancellor, University of New Orleans, New Orleans

**Weegie Peabody**, Executive Director, Board of Elementary and Secondary Education, Baton Rouge

**Donna H. Seale**, Institutional Advancement Officer, River Parishes Community College, Sorrento

**Michael Wang**, Governor's Education Policy Advisor, Office of the Governor, Baton Rouge

**Dawn Watson**, Secretary, Louisiana Department of Labor, Baton Rouge

**Chris Weaver**, Director, Louisiana Workforce Commission, Baton Rouge

**Donald J. Whittinghill**, Editorial/Research Consultant, Louisiana School Boards Association, Baton Rouge

## **Energy & Basic Industries Task Force**

**Co-Chair:** W.F. Fenstermaker

**Co-Chair:** Gregg Gothreaux

**Sumanta Acharya**, Mechanical Engineering Department, LSU, Baton Rouge

**Don Allison**, KPMG, Baton Rouge

**Philip Asprodites**, Kean Miller, Baton Rouge

**Dan Borne**, Louisiana Chemical Association, Baton Rouge

**David Boulet**, Oil, Gas, & Energy Technologies Cluster Director, Louisiana Economic Development, Baton Rouge

**Don Briggs**, Louisiana Independent Oil & Gas Association, Baton Rouge

**Donna Carville**, Dow Louisiana Public Policy/Public Affairs Leader, The Dow Chemical Company, Plaquemine

**Jeff Copeskey**, Louisiana Mid-Continent Oil and Gas Association (LAMOGA), Baton Rouge

**Charles Cusimano**, ESSO, Metairie

**Rutledge Deas**, South Oak Production Company, Lafayette

**David Dismukes**, LSU Center for Energy Studies, Baton Rouge

**David Eppler**, President & CEO, CLECO Power, LLC, Alexandria

**Marc Ehrhardt**, The Ehrhardt Group, New Orleans

**Chip Estes**, Williams Company, Jackson, Mississippi



**Bill Fenstermaker**, Fenstermaker & Associates, Lafayette  
**Jimmy Field**, Louisiana Public Service Commission, Baton Rouge  
**Mike French**, Louisiana Department of Natural Resources, Baton Rouge  
**Gregg Gothreaux**, Lafayette Economic Development Authority, Lafayette  
**C. Paul Hilliard**, Badger Oil Corporation, Lafayette  
**Katherine King**, Kean Miller, Baton Rouge  
**John Laborde**, Tidewater, Inc. (retired), New Orleans  
**David Lamothe**, Preventive Maintenance Services, Inc., New Iberia  
**Keith Long**, Enhanced Exploration, LLC, Mandeville  
**Jim Marchand**, Governor's Natural Resources Policy Advisor, Office of the Governor, Baton Rouge  
**Phillip R. May**, Entergy, New Orleans  
**Elizabeth Podlaha**, Department of Chemical Engineering, LSU, Baton Rouge  
**B. Jim Porter**, Louisiana Mid-Continent Oil & Gas Association, Baton Rouge  
**Robert Schneider**, University of Louisiana -- Lafayette, Lafayette  
**Bill Simon**, University of Louisiana -- Lafayette, Lafayette  
**Newman Trowbridge**, Attorney, Lafayette  
**Katherine Vaughan**, Deputy Secretary, Louisiana Department of Natural Resources, Baton Rouge  
**Ernest Walker**, College of Engineering, Southern University, Baton Rouge  
**Ting Wang**, UNO, New Orleans  
**James Wharton**, Chemistry Department, LSU, Baton Rouge

## **Environment Task Force**

**Chair:** Katie S. Chiasson

**Dale Aydell**, Technology, Innovation & Modernization, Louisiana Department of Economic Development, Baton Rouge  
**Katie S. Chiasson**, Director, Business & Economic Development, CLECO Power, LLC, Crowley  
**Lucila Cobb**, Business Development Manager, Arcadis G & M, Baton Rouge  
**Mark Davis**, Director, Coalition to Restore Coastal Louisiana, Baton Rouge  
**Henry Graham**, Louisiana Chemical Association, Baton Rouge  
**Dr. Jimmy Guidry**, State Health Officer and DHH Medical Director, Louisiana Department of Health and Hospitals, Baton Rouge

**Roy Holleman**, Executive Director, Enterprise Center of Louisiana, Carencro

**Dr. Charles Killebrew**, Ph.D., Assistant to the Secretary, Louisiana Department of Environmental Quality, Baton Rouge

**Edie Michel**, Coordinator, St. James Economic Development Department, Grammercy

**Margaret Reams**, Ph.D, Founding Director, LSU InterCollege Environmental Cooperative, Louisiana State University, Baton Rouge

**Rebecca Shirley**, Executive Vice-President, Greater Abbeville-Vermilion Chamber of Commerce, Abbeville

**Mike Taylor**, Director, Petrochemical/Environmental Technology Cluster Development, Louisiana Economic Development, Baton Rouge

**Katherine Vaughan**, Deputy Secretary, Department of Natural Resources, Baton Rouge

## **Finance & Capital Task Force**

**Chair:** Adam Knapp

**Edward Ashworth**, Louisiana Technology Park, Baton Rouge

Henry Charlot, New Orleans

**Michael Johnson**, Advantage Capital, New Orleans

**William Harper**, Jefferson Capital Partners I, L.P., Metairie

**Jack Sharp**, Biomedical Research Foundation, Shreveport

## **Science & Technology/Diversification Task Force**

**Co-Chair:** Dennis Lower

**Co-Chair:** Vic Lafont

**Zazell Dudley**, Dudley Enterprises, Shreveport

**Stan Fulcher**, LA Department of Economic Development, Baton Rouge

**Carla Fishman**, Executive Director, Research, Administration & Technology Development, Tulane University, New Orleans

**Sylvia Goldman**, Director-Technology, Innovation & Modernization Services, Louisiana Department of Economic Development, Baton Rouge

**David M. Goodwyn**, President, Association of Louisiana Technology Companies (ALT-C), Baton Rouge

**Ann Guissinger**, Director, Louisiana Economic Development Council, Baton Rouge

**Paul Hale**, Director of Technology Transfer Center, Louisiana Tech University, Shreveport

**James Hardy**, Director of Technology Development, LSU Health Sciences Center, New Orleans

**Jim Hendricks**, Director, Economic Development, Entergy, Baton Rouge

**Dennis Herringshaw**, Director, Office of Technology Transfer, University of New Orleans, New Orleans

**Paula Jacobi**, Assistant Director, Intellectual Property, LSU Agricultural Center, Baton Rouge

**Anne Jarrett**, Director of Sponsored Projects-Grants, Contracts and Intellectual Property, Pennington Biomedical Research Center, Baton Rouge

**Tommy Kurtz**, Director of National Marketing & Business Development, MetroVision, New Orleans

**Victor Lafont**, South Louisiana Economic Development Council, Thibodaux

**Dennis Lower**, Vice President for Planning & Development and Director, Intertech Science Park, Biomedical Research Foundation of Northwest Louisiana, Shreveport

**Jim Malsch**, President, Enterprise Computing Services, LLC, Shreveport

**Steven E. Moye**, Director, Biotechnology/Biomedical Cluster Development, Louisiana Economic Development, Baton Rouge

**Lynn Ourso**, Louisiana Economic Development, Baton Rouge

**Todd Pourciau**, Assistant Vice Chancellor, Office of Research & Graduate Studies, Louisiana State University, Baton Rouge

**Linda Prudhomme**, Port of South Louisiana, LaPlace

**Anthony Scheffler**, Dean-Graduate Studies, Research and Information Systems, Northwestern State University, Natchitoches

**Mildred Smalley**, Vice Chancellor for Research, Southern University, Baton Rouge

**Skip Smart**, Assistant Secretary, Office of Business Development, Louisiana Economic Development, Baton Rouge

**Keith Thibodeaux**, Manager of Technology, Lafayette Economic Development Authority, Lafayette

**Randy Webb**, President, Northwestern State University, Natchitoches

**Elizabeth Williams**, Executive Director, University of New Orleans Foundation, New Orleans

**Michael Williams**, Director of Business Resource Services, Louisiana Economic Development Corporation, Baton Rouge

## **Tax & Revenue/Programs & Incentives**

**Co-Chair:** Donna Carville

**Co-Chair:** Jimmy Lyles

**Don Allison**, KPMG, Baton Rouge

**Claire Babineaux-Fontenot**, Adams & Reese, Baton Rouge

**Greg Bowzer**, Louisiana Chemical Association, Baton Rouge

**Katie Chaisson**, CLECO, Crowley

**Jeff Copeskey**, Louisiana Mid-Continent Oil and Gas Association, Baton Rouge

**Chris Dicharry**, Kean Miller, Baton Rouge

**Gregg Gothreaux**, Lafayette Economic Development Authority, Lafayette

**Jim Hendricks**, Entergy, Economic Development, Baton Rouge

**Ty Keller**, Public Affairs Research Council, Baton Rouge

**Tommy Kurtz**, MetroVision Economic Development Partnership, New Orleans

**John LeBlanc**, Louisiana Association of Business & Industry, Baton Rouge

**Jimmy Lyles**, Chamber of Greater Baton Rouge

**Mike Michot**, Louisiana State Senator, Lafayette

**Don Pierson**, Greater Bossier Economic Development Foundation, Bossier City

**Elton Pody**, Central Louisiana Chamber of Commerce, Alexandria

**Bill Potter**, Postlethwaite & Netterville, Baton Rouge

**Dr. Jim Richardson**, Department of Public Administration, LSU, Baton Rouge

**Ellen Rhorer**, Louisiana Dept. of Revenue, Baton Rouge

**Jack Walker**, MetroVision Economic Development Partnership, New Orleans